

Austria	5220	Indonesia	1,400
Bulgaria	1,000	Philippines	1,000
Cyprus	1,000	Poland	21,100
Czech	1,000	Ireland	1,000
Denmark	1,000	Korea	1,000
Finland	1,000	Malta	1,000
France	1,000	Singapore	554,10
Germany	1,000	Spain	1,000
Hungary	1,000	Sweden	1,000
Iceland	1,000	Turkey	1,000
Italy	1,000	U.S.A.	1,000
Portugal	1,000	U.K.	1,000
Spain	1,000	U.S.S.R.	1,000
Switzerland	1,000	U.S.S.R.	1,000
U.S.A.	1,000	U.S.S.R.	1,000

EUROPE'S BUSINESS NEWSPAPER

FINANCIAL TIMES

Newspaper of the Year

Friday March 13 1992

D 8523A

World News

German states seek veto on EC deals

The prime ministers of Germany's 16 federal states have demanded a veto on all future transfer of national powers to multinational institutions as their price for the ratification of the Maastricht treaty. Page 14

Army pull-out urged
Pressure is growing on the former Soviet army to pull all its forces out of the three Caucasian republics of Georgia, Armenia and Azerbaijan. Page 2; US envoy joins Nixon attack over help for CIS. Page 5

Euro MP assassinated
The assassination in Palermo of Salvatore Lima, prominent Christian Democrat and European member of parliament, brought Mafia violence to the forefront of Italy's general election campaign. Page 2

UK election campaign
The first opinion poll since the start of the UK campaign for an April 8 general election gave the opposition Labour party a narrow lead. Page 8; Kinnock to promise closer ties with EC. Page 6

Runaway train kills 11
At least eleven people were killed and about 20 others injured when a runaway train careered down a hill in the Swedish city of Gothenburg.

African bloodshed
A wave of bloodshed, including the first "necklace" murders in months, killed at least 21 blacks in Johannesburg townships since Wednesday night. Germiston swallows its fear of black domination. Page 4

Israeli missile claimed
Israel denied a report in the Washington Times that it sold a Patriot missile or its technology to China, calling reports of a sale "lies" and "totally baseless".

Call on women's rights
The European Parliament urged Ireland to ensure women's rights were not denied by a protocol to the Treaty on European Union protecting Ireland's ban on abortion.

Bishop's letter banned
A letter by Roman Catholic bishops criticising Malawi's president-for-life has been banned by the southern African state, missionaries said.

Mozambique agreement
The Mozambique government and rightwing Renamo rebels took a major step towards ending their 16-year civil war by signing an agreement on electoral procedures.

Iraqi sanctions warning
The Iraqi government threatened with force unless it reveals all its weapons of mass destruction, said UN sanctions sent its death rate soaring 400 per cent. Iraq gives ground over oil-for-food. Page 4

England cricket win
England, chasing a reduced target of 225 off 41 overs because of rain, beat South Africa with just one ball to spare in their World Cup match in Melbourne. South Africa 226-7, England 226-7.

FT No. 31,708
THE FINANCIAL TIMES LTD 1992

Business Summary

UK markets decline on Conservative poll doubts

Sterling and UK shares came under renewed pressure as doubts about the Conservatives' general election prospects cast a shadow over financial markets.

The pound slipped 1 pfenning to close in London at DM2.80. The FTSE 100 index fell 29.1, to 2,493.3, after shedding more than 50 points on Wednesday. Page 14 and Lex; London stock market, Page 27; Currencies, Page 34.

RENAULT Vehicles Industries, French truck and bus maker, crawled back into profit, reporting a FF223m (\$4.12m) net profit for 1991, against a FF102m loss the previous year. Page 15

SIEGENS chief executive, reporting a fall in the German electronics group's export orders, warned that a speedy end to the world economic slowdown was not in sight. Page 15

JAPANESE-OWNED manufacturers in Britain have largely avoided making staff redundant despite being hit hard by the recession. Page 14

BOEING, US aircraft maker, complained that Airbus, its European rival, won a \$975m order for nine Airbus A310 aircraft from Delta Air Lines by providing creative lease financing. Page 3

JAPANESE trade official condemned suggestions by US semiconductor companies that a bilateral agreement on foreign access to Japan's chip market is close to collapse. Page 3

TOKYO indicated it would step up attempts to strengthen the yen and look at ways of stimulating a slowing domestic economy. Page 4

RITZ, the world's biggest mining group, reported better than expected pre-tax profits of 230m (\$452m), down 36 per cent on the previous year. Page 15; Lex, Page 14

AMERICAN EXPRESS chairman admitted the travel and financial services group faced serious competitive pressures in its core credit card division. Page 17

UK DEPARTMENT of Trade and Industry responded to its inquiry into the Blue Arrow affair to investigate the roles played in the scandal by senior management at National Westminster Bank. Page 6

LEGAL and **General**, UK life assurance and financial services group, saw pre-tax profits plunge to £11.3m (£19.5m) in 1991 from £28.6m the previous year. Page 15; Lex, Page 14

GROLSCHE, Dutch brewer group which acquired Ruddles, UK brewer, increased its 1991 dividend by slightly more than 10 per cent after raising full-year profits 10.6 per cent to £14.5m (£22.6m). Page 16

PROCORDIA, Swedish pharmaceutical and food group, doubled profits after financial items to SKr4.2bn (\$698m) for 1991 and is increasing the dividend to SKr3.15 from SKr2.85. Page 16

HENKEL, German chemicals and consumer products group, raised net profits by more than 3 per cent last year to DM443m (\$270.1m) in spite of weak export markets. Page 17

Hardline Marxists suffer defeat in politburo struggle for power

China opts for Deng's economic reforms

By Yvonne Preston in Beijing

CHINA'S Communist party has committed itself unequivocally to economic reform in a victory for the reformist strategy of the country's 87-year-old paramount leader, Deng Xiaoping, over hardline Marxists.

The ruling 15-man politburo, after a meeting this week in Beijing, said the policies of reform and opening to the outside world would remain unchanged "for 100 years".

The reform strategy master-minded by Deng Xiaoping has been the subject of a fierce power struggle between Deng's supporters, who want to speed up changes, and the Communist party's Marxist hardliners, who warned that reform would lead to capitalism.

Deng, who has officially retired, disappeared from public life last year but re-emerged to visit southern China at the beginning of this year. His tour was seen as giving strong backing to the opening of the economy, which is particularly evident in the provinces close to Hong Kong.

In a rare departure from the secrecy which usually surrounds politburo meetings, every main newspaper in China – including the People's Daily, the party's official mouthpiece – yesterday gave the politburo session splash headlines on their front pages.

The People's Daily had taken a consistently hardline stance since the crushing of the pro-democracy movement in Tiananmen Square in June 1989.

For months, it has frequently warned of the threat of "peaceful evolution" to capitalism and the dangers of bourgeois liberalism.

But it announced yesterday that the politburo decided to "firmly hold to the party's basic line and not waver for a century, grasp the opportunity to quicken reform and opening to promote the economy."

Using language rarely seen in the official media in the months since the 1989 military action against student demonstrators, the People's Daily reported the politburo's warning that the greatest threat comes not from western-style liberalism, called "rightism", but from hardline leftism.

rounds politburo meetings, document to party officials.

Deng's strategy is to invigorate the economy using capitalist techniques while maintaining the party's absolute monopoly of political power. It has led to rapid growth and an influx of foreign investment, although the economy still faces huge problems in its still-flailing bureaucracy and grossly inefficient public sector.

Zhang Youguai, deputy finance minister, yesterday told a national conference on industrial debt in Beijing that the state sector had lost 31bn yuan (£5.7bn) since 1988 and needed to be overhauled in the next three years.

The politburo statement said China could freely take economic ideas from capitalism and the advanced nations of the west. "To judge whether something is 'socialist' or 'capitalist' will depend mainly on whether it will benefit the development of productive forces under socialism and the promotion of the living standard of the people," it said.

The pace of reform and opening to the outside world should be accelerated," it added. "That which we regard as being correct, we must go ahead and try daringly."

The Politburo decision lashed out against rigid thinking and bureaucracy and urged all energies be devoted to pragmatic work.

Deng steals march. Page 4



Ukraine halts shipment of missiles

By Chryssia Freeland in Kiev and Leyla Bouton in Moscow

UKRAINE has stopped shipping its tactical nuclear missiles to Russia, where they were to be destroyed under pledges made to the international community. Mr Leonid Kravchuk, the Ukrainian president, announced yesterday.

The decision was provoked by Ukrainian fears that the weapons were not being dismantled in Russia, but were being stockpiled. "We cannot guarantee that weapons transported to Russia will be destroyed or that they will not fall into undesirable hands," Mr Kravchuk said.

At the same time, Mr Konstantin Morozov, defence minister, announced that he had

missiles decision could be partly to gain leverage with Russia by hanging on to the weapons in the run-up to what are expected to be difficult negotiations on the future of the former Soviet army in Kiev on March 30.

Ukraine feels mounting unease at the presence of a nuclear power on its north-eastern border. Mr Kravchuk yesterday insisted that Ukrainian tactical nuclear warheads "should not be used to strengthen anyone's nuclear arsenal".

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

Both moves are likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

Both moves are likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

The move is likely to complicate already tense relations with Russia. Mr Kravchuk's motive in swearing allegiance to the republic, he said.

be done overnight... The weapons have to be stored in a central place, then sent to storage facilities attached to plants for the dismantling. We also need storage for weapons-grade enriched plutonium and uranium. There are bottlenecks at every phase."

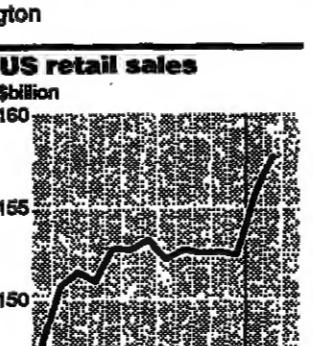
The move is the most recent example of Ukraine's efforts to establish independent institutions rather than operate through collective structures of the CIS.

The Ukrainian move may also be an attempt to get a greater share of western funds earmarked for the destruction of nuclear weapons in the former Soviet Union.

Gatt warning. Page 3
Trade disagreement. Page 13

Bush receives boost from US retail sales recovery

By Michael Prowse in Washington



was developing an "unmistakable momentum". The Bush administration would benefit from a "significant improvement in the economy as the campaign progressed".

Mr Wayne Gant, chief economist at Interstate Johnson Lane, an Atlanta-based investment bank, said last year's monetary stimulus pointed to a "fair amount of economic vigor". The economy might grow at an annual rate of as much as 2 per cent this quarter and 3.5 per cent between April and June, he said.

Many analysts, however, stress that the signs of recovery are still tentative, and caution that any upturn could prove short-lived, as occurred last year. US economic statistics are notoriously volatile.

Some analysts fear that growth of jobs and incomes will not be fast enough to support a sustained recovery of consumer spending.

Continued. Page 14

Treasury prices fall. Page 18

MARKETS

STERLING
\$1.7145
London
\$1.7085 (1.725)
DM2.88 (2.87)
FF9.70 (9.745)
SF2.5873 (2.6205)
£ index 89.7 (80.3)

GOLD
\$348.00 (351.4)
London
\$347.7 (349.0)

N SEA OIL (Argus)
Brent 15-day Apr
13 20 Stock Markets world
13 28 Letters
14 Technology
15 Unit Trusts
16 Observer
17 Personal View

DOLLAR
DM1.6575
London
\$1.7083 (1.725)
SF1.600
Y134.05
London
DM1.6735 (1.664)
FF5.68 (5.65)
SF1.5145 (1.508)
Y134.2 (135.55)
S index 85.7 (85.53)
Tokyo close: Y134.0
US lunchtime rates<br

EUROPEAN NEWS

Russia's budget deficit soars to 10% of GNP

By John Lloyd in Moscow

RUSSIA'S budget deficit will be around 10 per cent of gross national product in the first quarter of this year, against a government target of 1 per cent, officials have told the cabinet, according to the daily newspaper *Izvestiya*.

Efforts by Mr Yegor Gaidar, the deputy prime minister and finance minister, to reduce the deficit have been hampered by demands in parliament for higher welfare spending and lower taxes.

However, Mr Gaidar now seems ready to resist pressure from parliament, said *Izvestiya*. The cabinet is said to be about to reinstate full value added tax of 28 per cent on food. Rates had been cut, or abolished, by the Russian parliamentary praeisdium.

The cabinet is expected to cut defence and capital spending further.

It has already been heavily

cut from last year's levels. The planned defence spending is expected to be reduced to 6 per cent of GNP - a fall of more than half of the estimated defence spending during Soviet days.

A dramatic fall in exports and the loss of export tax revenues was the main reason for the worsening deficit, according to the report of Mr Vassily Barshch, deputy finance minister, to the cabinet.

The forecasts showed no bright spot in any part of the economy, with further rapid falls in all areas of production. Oil output is expected to fall this year by 14 per cent from last year's depleted levels; iron and steel production by 15 per cent; chemicals by 16 per cent and food products by 18 per cent.

Mr Ruslan Khasbulatov, a bitter opponent of Mr Gaidar, yesterday again called for a

new prime minister and a change of government. He mocked the economic reformers, saying they were using the word "macroeconomy" as a kind of talisman, and were indifferent to the large falls in output.

Restructuring of industry to make it more competitive - often the only silver lining in a recession - had failed to materialise, the *Izvestiya* report said.

Another official has forecast that Russia will be unable to pay off its external debt, of between \$70bn and \$80bn - because it had been loaded with the debt of former Soviet republics who could not or would not pay their share.

Mr Yuri Gromushkin, adviser to the minister of foreign economic relations, added, however, that "we cannot fully pay off all the external debt even as far as Russia is concerned".

Madrid faces challenge from the economic hub

Catalan leader has sights set high

By Tom Burns in Madrid



Pujol: Poised to win his fourth successive mandate on Sunday

MR JORDI PUJOL, the leader of Catalonia's autonomous government since 1980, is poised to win comfortably his fourth successive mandate in Spain's richest community and is likely to emerge as an arbiter of domestic politics in the 1990s.

Opinion polls for Sunday's Catalan elections indicate that Mr Pujol's moderate nationalist coalition Convergence i Unio (CIU) will increase its existing overall majority in the Barcelona-based 135-member parliament, taking up to 48 per cent of the vote, from 45 per cent in the 1988 election, and opening a 20-point gap over the second-placed Socialist party.

The expected result will reward Mr Pujol for consolidating both the wealth and the nationalist identity of Spain's north-east corner, an area that is larger than Belgium and

whose 5m inhabitants represent 15 per cent of the Spanish population.

Styling itself as the economic hub of the western Mediterranean and fuelled by foreign, particularly Japanese, investment, Catalonia accounts for 27 per cent of Spain's industrial GDP. Its per capita income is 25 per cent higher than the national average and is only slightly below that of the European Community.

During his 12 years in power Mr Pujol, 62, has ably extracted growing administrative powers from the central government in Madrid and has single-mindedly promoted the widespread use of the Catalan language. Catalonia's government, the Generalitat, is one of the most efficient in Spain, with some 100,000 employees on its payroll and runs one of the most efficient health services in the country.

Sunday's poll will also reinforce the position that Mr Pujol, who leads the CIU nationally and is the country's longest serving elected leader, holds as a potential power-broker in national politics. Spain's general elections, due next year, are likely to return a hung parliament.

The bloc of 18-20 members of

Mr Pujol's CIU coalition in Madrid's national parliament is courted by both the ruling Socialist party of the prime minister, Mr Felipe Gonzalez, and by the Partido Popular, the opposition conservative party.

Mr Pujol, an essentially pragmatic politician, is highly motivated by deeply held nationalist convictions that earned him a spell in prison in the 1960s during General Franco's dictatorship. He will undoubtedly seek greater devolution in Catalonia.

The hardware manufacturers, including Group Bull of France, Siemens of Germany and Olivetti of Italy, are twelve. Their advice is automatically sought by the Commission on important community research projects including Egit and Eace.

Members of the six are Sema

Group of the UK/France, Logica of the UK, CGS of France, Finel of Germany and Volmac of Holland. CGS and Debiti are part of the same group.

The computing services industry covers a range of activities including software development, processing and facilities management. It has always taken second place to hardware manufacture in revenue terms, but has assumed a new importance as profit margins on computer hardware have declined.

Mr Philippe Dreyfus of Cap Gemini Sogeti, Europe's largest computing services company, is chairman of the year-old group, which he insists, is not a consortium formed to fight for contracts but an advocacy body to give the computing services industry a European voice. The problem had been, he said, that the industry comprised several thousand small companies with no clear focus. The answer had been to limit membership of the Group of Six to one company per country.

Others argue, however, that the intention of the group is to secure a larger share of community funds for its members and ensure they play a more active role in EC research and development programmes.

Mr Hubert Tardieu, corporate technology director, of Sema, said the group would submit research proposals to the Commission on the "European Nervous System", a pan-European computer network designed to facilitate community-wide activities such as customs and excise.

While funding for the network has not been settled, the three main hardware companies are setting up joint laboratories to help capture a large slice of the project.

Strasbourg move on data protection

THE European parliament has voted to water down European Commission proposals for stricter protection of personal community data in the European Community, writes Andrew Bell in Strasbourg.

The parliament's vote is the first sign in what is likely to be a battle over the heavily-lobbied measure between member states, some of which back strict data protection. The Commission and MEPs. The measure now goes to member states for discussion.

Support for Irish protocol

MEPs yesterday sought to safeguard Irish women's rights as EC citizens and backed Irish government attempts to renegotiate the anti-abortion protocol to the Maastricht Treaty, writes Andrew Bell. This follows last month's controversy over a 14-year-old rape victim.

Inflation gloom for Spain's planners

SPAIN'S economic planners, who have identified inflation as the chief hurdle to convergence with the EC's leading economies, suffered a setback yesterday when the February consumer price index (CPI) showed a 0.7 per cent jump, writes Tom Burns. This took

the accumulated CPI increase this year to 2.2 per cent and lifted year-on-year inflation to 6.5 per cent. The increase last month was well above predictions. Analysts had expected a rise of 0.4-0.5 per cent.

The increase will force the government to revise its target

of a 5 per cent price rise by the end of this year. It is also likely to delay indefinitely any reduction in interest rates and it will fuel union demands to seek large pay increases in the annual spring round.

Analysts said that raised

excise duties and value added



Striking steel workers firing a home-made rocket at police in the northern Basque town of Llodio yesterday. They were protesting at the failure of negotiations over the future of the Azkor steel works which face closure with the loss of 1,800 jobs. Reuter reports from Madrid. Workers in the neighbouring region of Cantabria staged a strike called by the General Workers' Union,

Spain's largest. Police said the protesters set up barricades of burning tyres in the town of Torrelavega. Some 2,000 trucks were stranded in La Junquera, on the Spanish-French border, where French customs officials were on strike yesterday in protest at plans to abolish their work in the European Community's single market.

Abandon Eurofighter project, says FDP leader

By Quentin Peel in Bonn

MR OTTO LAMBSCHORFF, leader of the Free Democrats (FDP) in Germany's ruling coalition, yesterday spoke out against the European Fighter Aircraft (EFA) being developed jointly with Britain, Italy and Spain.

His intervention is the first debate over the fighter, known as the Jäger-90 in Germany, adds to growing resistance in political circles in Bonn to continued participation in the project, or at least in favour of sharply reduced German participation.

Mr Lambschorff said Ukraine would not become involved militarily in the conflict.

He added, however, that it

would put forward a peace plan at the March 20 meeting of leaders of the Commonwealth of Independent States - the successor to the Soviet Union. Colonel General

had been attacked by "tanks

and aircraft" in Azerbajian.

The town's market, school and about 40 houses were hit.

Ambulances came to the

wounded at an improvised

hospital at the railway station two hours after the second salvo at midday.

The intermittent rumble of

artillery fire echoed from the Karabakh mountains, about

50km from Agdam.

A school teacher said they

had been attacked by "tanks

and aircraft" in Azerbajian.

Chrytic Freeland adds from Kiev. Mr Leonid Kravchuk, the Ukrainian president, said yesterday that Azerbajian had requested Ukraine's protection from what it described as "Armenian aggression".

Mr Kravchuk said Ukraine

would not become involved

militarily in the conflict.

He added, however, that it

would put forward a peace

plan at the March 20 meeting

of leaders of the Commonwealth of Independent States - the successor to the Soviet Union. Colonel General

had been attacked by "tanks

and aircraft" in Azerbajian.

The town's market, school and about 40 houses were hit.

Ambulances came to the

wounded at an improvised

hospital at the railway station two hours after the second salvo at midday.

"Still, I'm sorry that (former

President Ayaz) Mutalibov is

gone. He was a good man (a

common opinion in Azerbajian). Now, I fear the new people

in power. I don't know

what they will do. I've been

here a long time, and I think I

will end here. But not soon, I

hope."

In his own plant, with some

500 workers, the Armenians

had made up 60-70 per cent of

the workforce. Colonel Ernest Altman (who is Jewish), the

director of the plant, says that

"all left in the last three years.

Now there is a terrible problem

to replace them because they

made up such a large proportion

of skilled labour and profes-

sional people."

Asked about earlier Azerbajian outrages, when mobs

attacked and killed many

Armenian residents in Baku,

and before that in Sungailat,

Chrytic Freeland adds from Kiev. Mr Leonid Kravchuk, the Ukrainian president, said yesterday that Azerbajian had requested Ukraine's protection from what it described as "Armenian aggression".

Mr Kravchuk said Ukraine

would not become involved

militarily in the conflict.

He added, however, that it

would put forward a peace

plan at the March 20 meeting

of leaders of the Commonwealth of Independent States - the successor to the Soviet Union. Colonel General

had been attacked by "tanks

and aircraft" in Azerbajian.

The town's market, school and about 40 houses were hit.

Ambulances came to the

wounded at an improvised

hospital at the railway station two hours after the second salvo at midday.

"Still, I'm sorry that (former

President Ayaz) Mutalibov is

gone. He was a good man (a

common opinion in Azerbajian). Now, I fear the new people

in power. I don't know

what they will do. I've been

here a long time, and I think I

will end here. But not soon, I

hope."

In his own plant, with some

500 workers, the Armenians

had made up 60-70 per cent of

the workforce. Colonel Ernest Altman (who is Jewish), the

director of the plant, says that

"all left in the last three years.

Now there is a terrible problem

WORLD TRADE NEWS

Delta deal fuels Airbus-Boeing subsidy row

TENSIONS in the transatlantic dispute over Airbus aircraft subsidies have been heightened following complaints by Boeing that its European rival won a \$675m (£384.5m) order for nine Airbus A310 aircraft from Delta Air Lines last week by providing the third largest US carrier with creative lease financing, writes Paul Bettis, Aerospace Correspondent.

But Airbus yesterday denied providing Delta either special leasing terms, or a so-called "walk away" clause, emphasising that it was "an outright purchase".

Boeing, the world's largest commercial aircraft manufacturer,

claimed in the US this week that Airbus had offered bargain-basement lease terms to Delta to clinch the A310 order against a rival offer by the Seattle manufacturer for Boeing 767-300 extended-range aircraft.

Boeing said it planned to complain to the US government as part of its case against Airbus government subsidies. The latest controversy coincides with an imminent showdown between the US government and the European Commission on the eight-year-old dispute.

The US has set a deadline of March 31 to resolve the controversy and has warned it would consider taking

either unilateral action against Airbus or lodge a formal complaint with the subsidies committee of the General Agreement on Tariffs and Trade (Gatt).

The Delta contract has further inflamed the dispute because the deal represents a significant liferaid for Airbus into the US market at a time when large aircraft orders are rare.

Mr Jean Pierson, Airbus managing director, said this week he feared the US was hardening its stance in negotiations over subsidies: "I have the feeling the Americans are no longer seeking a compromise and that they believe Europe is too weak to react in

an election context which weakens the French and British governments," he said.

"I fear they may have chosen to force matters, either by suspending talks, or by submitting a complaint before Gatt, or by taxing European aircraft."

While denying that the Delta deal involved any special lease agreements, a senior Airbus official claimed yesterday that US aircraft manufacturers had offered customers "walk away" clauses in the past.

These clauses enable an airline customer to return aircraft to the manufacturer after a set period of time.

Airbus has already won big orders from American Airlines, Northwest Airlines, Continental, TWA and now Delta.

Boeing claimed it could not match the Airbus-Delta deal which had reinforced its concerns about Airbus subsidies. But Airbus reiterated its own complaint about Boeing's "special relationship" with British Airways which led to a big BA order for Boeing 777 airliners last summer.

Boeing had also beaten Airbus on an order from Emirates, the Dubai-based airline, because the European consortium could not match "the predatory pricing" of its US competitor.

Miti denies US chip agreement close to collapse

By Robert Thomson in Tokyo

A SENIOR Japanese trade official yesterday condemned suggestions by US semiconductor companies that a bilateral agreement on foreign access to Japan's chip market is close to collapse.

The foreign share stands at around 14 per cent, compared with 13 per cent at the end of 1990, and 8.6 per cent in 1986 - when the first five-year pact was completed.

Ministry officials are angered at the interpretation by the US industry of the 20 per cent share as a specific promise.

"Japanese companies are trying hard to fulfil their obligations. US companies also have obligations," Mr Hatakeyama said.

He was referring to the ongoing argument between the two industries over whether US producers are trying hard enough to penetrate the Japanese market.

Mr Hatakeyama said the Ministry of International Trade and Industry (Miti) would be holding a regular meeting with Japanese chip consumers, beginning soon, and would urge them to increase their purchases of foreign products.

Miti insists that a target of a

20 per cent foreign share by the end of this year is just a target, and that it is too early to tell if the five-year chip pact, concluded last June, is a failure.

The foreign share stands at around 14 per cent, compared with 13 per cent at the end of 1990, and 8.6 per cent in 1986 - when the first five-year pact was completed.

Ministry officials are angered at the interpretation by the US industry of the 20 per cent share as a specific promise.

"Japanese companies are trying hard to fulfil their obligations. US companies also have obligations," Mr Hatakeyama said.

He was referring to the ongoing argument between the two industries over whether US producers are trying hard enough to penetrate the Japanese market.

The US semiconductor industry has raised the prospect of sanctions against Japanese products, if market access fails to improve.

Miti believes that the US industry, which sent a delegation to Washington this week, will be unable to convince the US government to impose sanctions.

Gatt warns on US retreat from multilateralism

Frances Williams reports on the latest review of US trade policy

THE FUTURE of the stalled Uruguay Round of global trade talks and Washington's new-found enthusiasm for regional trade agreements dominate the worry-list of the General Agreement on Tariffs and Trade in its latest review of US trade policy published yesterday.

While high hopes are pinned on a successful outcome of the five-year-old Round to strengthen Gatt and underpin economic reform in eastern Europe and developing countries, the report notes growing concern about erosion of basic Gatt principles by the three "isms" - regionalism, bilateralism and unilateralism - as well as various forms of "managed" trade. All are prominent features of US trade relations.

Discussion of the report in Gatt's governing council this week reflected the fears of many countries that Washington's commitment to an open world trading system is weakening. Frustrating squabbles with trading partners, especially Japan and the European Community, and a weak domestic economy have multiplied the voices in the US, in the run-up to the presidential election in November, calling for protection.

In fact, as the Gatt report makes clear, it is the tone rather than the substance of US trade policy that has changed - at least for now. But as the world's largest economy and biggest trader, the US "has a major responsibility for maintaining and reinforcing the faith of the international business community in the open, liberal multilateral trading system," Gatt says.

In particular, Gatt is worried by the potentially adverse effects of preferential regional trading arrangements, such as the proposed North American Free Trade Arrangement (Nafta) and the various deals with central and south American countries envisaged under the "Enterprise for the Americas initiative".

The impact on world trade could be far-reaching. The

"The possible emergence of a complex network of preferential programmes covering the American continent could further undermine the most-favoured nation principle."

Gatt also notes that since its last report on the US in 1989, Washington has taken a "measured approach" to use of its unilateral powers under the controversial "Section 301" of the 1988 Trade Act and similar procedures. No retaliatory action against "unfair" traders has been taken in the past two years.

Nevertheless, Washington is still using threats of unilateral action, notably against countries with allegedly inadequate

standards of intellectual property protection. One major source of friction in the Uruguay Round has been the US refusal to abandon its right to take unilateral measures as part of an accord on a speedier and more effective multilateral dispute settlement procedure, though Washington has agreed to use Section 301 before the new Gatt procedures are exhausted.

The US also comes under fire for its frequent use of anti-dumping and countervailing

duty actions, with more than 200 orders in force in mid-1991, some dating back to the 1960s and 1970s.

Though the share of total US imports directly affected by such duties is minuscule (less than 0.5 per cent), Gatt says the uncertainty generated may have led trading partners voluntarily to restrain exports or to conclude bilateral deals with the same effect.

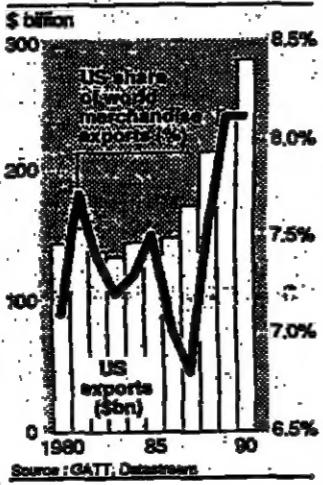
The report quotes research suggesting that nearly half of all anti-

dumping and countervailing duty investigations have been terminated by bilateral pacts, especially in the steel and semiconductor sectors.

Most of the sectoral voluntary restraint arrangements noted by Gatt in 1989 remain in force, the report says, including those for steel (though these are due to be terminated), machine tools and textiles and clothing. In addition, the new pact with Japan on semiconductors, aiming at a 20 per cent foreign market share,

See feature: A free trade disagreement

US trade



Japan agrees limited increase to cartel fine

JAPAN'S ruling Liberal Democratic Party and the Fair Trade Commission (FTC) have agreed that the maximum fine for violators of anti-monopoly laws should be raised from Y5m (£22,000) to Y10m, far below the Y30m earlier proposed by the FTC, writes Robert Thomson.

Senior politicians told the commission that they would not approve the introduction of legislation containing penalties of above Y10m, as Japanese companies had complained to the ruling party that the FTC's proposal was excessive.

The US had demanded that

Japan revise the schedule of fines for violators and increase the staff at the commission - which has been condemned by corporate Japan for being too vigorous in its pursuit of offenders.

In reaching the Y10m figure, Japanese officials attempted to balance their responsibilities to politically influential companies and to the US, which has complained that cartels are common in Japan, making foreign market access difficult.

It is expected that the

legislation will be presented to parliament later this month.

French group to invest in east Germany

L'AIR LIQUIDE, the French industrial gases group, has announced that it is to invest more than FF1.1bn (£100m) in eastern Germany over the next three years, strengthening France's position as the region's leading foreign investor, writes William Dawkins from Paris.

The group has acquired a site at Böhlen, near Leipzig, from the Treuhand privatisation agency, where it plans to open a plant next year. It also intends to expand three other east German acquisitions: Chemiehannau, an industrial gas distributor; and producers Teg Berlin and Teg Leipzig.

L'Air Liquide forecasts 10 to 20 per cent annual growth in the German market for industrial gases, of which it has 12 per cent. It has recently signed large contracts to supply nitrogen to Flachglas, the German subsidiary of Saint Gobain, the French glass maker and to Sow, a chemicals group near Böhlen.

French companies had invested FF17.7bn in eastern German privatisations by the end of January, far less than German investors - at FF36.5bn, or just over 90 per cent of the total - but ahead of the US with FF5.2bn and Britain with FF4.45bn.

India urged to defer 20% tourist tax

UK-BASED travel companies have written to the Indian government warning that a proposed 20 per cent expenditure tax on hotel food and accommodation for foreign visitors could damage the country's tourist industry, writes Michael Shapka.

The protest against the tax, led by Cox & Kings, the market leader in Indian holidays, has been supported by Thomas Cook, British Airways Holidays, Knconi and others. The International Federation of Tour Operators has warned that the tax could cut the number of foreign visitors to India.

In letters to Mr Manmohan Singh, India's finance minister, and Mr Madhavrao Scindia, civil aviation and tourism minister, Mr Peter Kerker, Cox & Kings' chief executive, said much of the increase in costs caused by the tax would be passed on to consumers, adding: "the foreign exchange generated... will be affected by the negative impact that this levy will have upon new business."

Mr Kerker asked India to consider deferring the tax until the end of 1993, so that it could be included in new brochures, and to reduce its level. Britons made up about one-fifth of the country's 1.2m visitors, he said.

Acer, the Acer logo, ChipUp, AcerAnyWare, AcerFrame, AcerMate and AcerView are registered trademarks of Acer Inc. and Acer America Corp. UNIX is a registered trademark of AT&T Bell Labs.

Acer believes there is room for a different kind of computer company. One that not only offers everything from entry level PCs to 200 person UNIX™ networks, but designs them to grow when you do. Advance when technology does. And work as hard for your money as you do.

For example, Acer invented ChipUp™. A breakthrough technology that allows you to upgrade a

386SX system to a 486 simply by adding a new chip. It's like buying a new computer

for the price of a single chip.

For people on the move, the AcerAnyWare™ notebook computers pack the power and features of machines

5 times their size - for prices that are less than most other notebooks. There's a full range of high-performance, low-cost models to choose from.

We can also make a lot of people happy all at once. Our 64-bit bus, multiprocessor AcerFrame™ file servers bring minicomputer performance to your desktop. And they're backed by our 10 years of experience in distributed processing, networks and UNIX systems.

We invite you to see the complete range of Acer computers, including our affordable AcerMate™ line. And ask about our wide selection of AcerView™ monitors, laser printers, keyboards and other peripherals.

Call 0753 693738 and tell us exactly what you

need. And then we'll give you exactly what you want.

INTERNATIONAL NEWS

Japanese fear trouble as trade surplus soars

By Robert Thomson in Tokyo

THE Japanese government, reacting to the surge in the country's trade surplus, said yesterday it would intensify attempts to strengthen the yen and consider new means of stimulating a slowing domestic economy.

The Ministry of Finance and the Ministry of International Trade and Industry (Miti) said that the yen, which closed at Y134 to the dollar in Tokyo, was "unacceptably weak". Their comments came after the announcement of a record monthly surplus of \$10.2bn for February.

Mr Noboru Hatakeyama, Miti's vice-minister for international affairs, said yesterday the present trend of the surplus, which is on course to surpass the record of \$82.7bn in 1986, "will cause a lot of trouble for us".

"We have to maintain our domestic demand-led economy, and we have to strengthen our micro-level import promotion efforts," said Mr Hatakeyama, who fears that trade friction will rise in tandem with the surplus. He is also "not happy" about the yen's weakness, and hinted that the currency should be

around the Y120 level.

The February trade figures showed sharp increases in exports by the electronics and car industries, which had been warned by Miti in the late 1980s to exercise caution in expanding their production facilities. Despite that advice, new orders for machinery rose by 25.2 per cent and 17.5 per cent in 1988 and 1989, and the slowdown in the domestic economy has left companies with surplus production capacity.

While careful not to condemn particular industries, Mr Hatakeyama said "some sectors had invested excessively" and that this past expansion of capacity was prompting companies to increase exports again.

It seems to be true that they invested heavily because they enjoyed low-cost equity finance. Of course, if we look at the other side of the coin, it was good for us to see this strong growth in our economy," he said.

The debate is about the pace of economic (not, of course, political) reform and the degree of foreign participation China should allow. Equally, it is about who will lead China into the 21st century.

At an economic level, the debate seems to have been resolved in favour of the line advocated by Deng Xiaoping, China's 87-year-old paramount leader. As the paper said yesterday: "Borrow and absorb from other countries, including western developed countries, their advanced methods of running business and management skills."

China's managers will have to grab opportunity with both hands. Since 1988 China's state companies have amassed losses of Yuan31bn (\$3.3bn) and debts to each other far in excess of that. Along with price reform, there is the pressing problem of China's bloated and inefficient state industry.

What is still unclear, however, is what the economic reform means for the political future of China's party hard-

line. These men and women have opposed quickening the pace of economic reform. Others fear that "opening up" to the west risks the incorporation of western ideas as well as western technology and capital.

The People's Daily said: "Be wary of the right, but mainly be guarded against the left" - the first high profile reference to the left (hardline faction) for years. It may mean a "soft" purge of anti-reformist elements in the leadership is in

the offing.

This, if it happens, will be played out in the coming months as the 14th party congress nears. The congress, due this autumn, will decide the composition of the new central committee and the politburo - in short, who will run China for the next five years or more.

Party committees in the provinces are in the process of choosing delegates, so Deng's intervention is seen as an attempt to influence the choices.

The struggle first came to light at the beginning of this year when Deng went to southern China and praised the economic development in the region. This trip culminated in a letter he wrote to the Politburo and circulated among officials.

Much of this document has leaked out in the Hong Kong Chinese-language press over the past two weeks and it is remarkable how close yesterday's story in the People's Daily follows what the colony's press has reported of Deng's letter.

If these reports are correct, China's bureaucrats will be reading reassuring noises from Deng about the merits of foreign investment.

For President FW de Klerk will not succeed in gaining the landslide victory he has demanded from whites unless he can convince them that he can prevent reverse apartheid - the domination of whites by blacks.

On Wednesday night, in the dormitory suburb of Germiston, his plan was put to the test before a group of National party voters gathered in the home of Oom Hannes for a "house meeting", the traditional tool of the white South African politician.

Germiston swallows its fear of black domination

IN MY heart, I'm right wing. But if I use what's between my two ears, I have to vote yes and face the future," Oom Hannes Booyens commits himself to voting "yes" in South Africa's white referendum, with a deep sigh and an abiding anxiety.

None the less, he - a branch chairman of the ruling National party in the Johannesburg suburb of Germiston - is about the best the National party can hope for: a voter who swallows his reservations, suppresses his economic grievances against the government, and casts a vote for reason.

But Oom Hannes's support for the "yes" campaign - like that of so many other "yes" voters - depends crucially on a vision of the future in which the National party retains a huge share of political power; at least equal to that of the African National Congress. It depends on a belief that standards will not fall substantially in white education or health care.

For President FW de Klerk will not succeed in gaining the landslide victory he has demanded from whites unless he can convince them that he can prevent reverse apartheid - the domination of whites by blacks.

On Wednesday night, in the dormitory suburb of Germiston, his plan was put to the test before a group of National party voters gathered in the home of Oom Hannes for a "house meeting", the traditional tool of the white South African politician.

Patti Waldmeir
visits a 'house
meeting' to hear
South Africans
debate the
whites-only
referendum

Mr Derek Christopher addressed the meeting: he is National party MP for Germiston, which he describes as the Pittsburgh of South Africa, a metal-beating centre down on its luck, where 60 per cent of the 130,000 residents are working-class and suffering deeply from a three-year recession. Mr Christopher is an English-speaker (35 per cent of Germiston speak English) but everyone gathered in Oom Hannes's sitting room was Afrikaans.

Mr Christopher was adamant on the question of domination: "There is not a chance that we are going to be dominated, not a chance. By the time we vote in 1994, there will be 12m voters: 3.5m whites, 3m Coloureds and 5.5m Indians. Taken together, that's already more than the voters of the ANC."

Rank and file National party supporters believe fervently that such a multi-racial coalition can be formed at the centre of South African politics - and that the country's black tribes are too fractious to unite outside it. This is the logic of apartheid: that blacks are terminally divided against themselves, and must be kept separate from each other as well as from whites, just to keep the peace. But National party voters believe it will still operate to their advantage in the new South Africa.

Still, Oom Hannes and his more liberal neighbour, Mr Chris Geyer, a retired dentist, agree they are very worried about domination. "What's going to happen if they (a black government) tear up the constitution and the bill of rights?" asks Oom Hannes, echoed by Mr Geyer, who adds: "There's no constitution that can prevent domination".

Peter, a businessman, concedes them by assuring them that blacks are so divided they could not even agree to tear up a constitution, let alone to govern. He believes that whites need not fear the threat of communism from the ANC - the biggest bogey of most white voters - arguing that only the ANC's rhetoric is socialist. He, along with the others in the room, make the big leap of faith to believe the National party will defeat the ANC.

Oom Hannes does not seem so sure. But of one thing he is certain: white sportsmen will succeed, against the odds, in persuading blacks to accept the national sporting symbol.

Some of the company seem to believe the South African flag might also survive, possibly even the national anthem. Die Stem - seemingly unaware of the obvious anger these symbols provoke in blacks.

But Mrs Sonet Jordaan, young mother of a four-year-old son, sums up the feeling of most of Oom Hannes's visitors: "The referendum is in God's hands now. He will decide. He knows what is best for South Africa."

Deng scores economic reform coup

China's top leader has stolen a march on party hardliners, writes Simon Holberton

A NY Chinese looking at even reading the text, that something significant had happened," said a western diplomat in Beijing yesterday.

The "it" he was referring to was the front page of yesterday's People's Daily (Renmin Ribao), the newspaper of the Chinese Communist party.

Occupying the top half of the page was a report - with eight decks of headline - of a full Politburo meeting that took place on Sunday and Monday of this week. "The party's basic line should be adhered to for 100 years," said the main headline. "Grasp the chance to speed up reforms and opening up [to the west] as to improve the economy."

This story was carried by every Party newspaper in China yesterday, giving it a degree of political leadership of more than 100 million people. Diplomats can not remember an occasion since the Tiananmen massacre of June 1989 when the People's Daily gave such prominence to a meeting of the Politburo.

The article is the outward expression of a struggle that has been taking place for at least two months at the highest level of the party. The debate is about the pace of economic (not, of course, political) reform and the degree of foreign participation China should allow. Equally, it is about who will lead China into the 21st century.

At an economic level, the debate seems to have been resolved in favour of the line advocated by Deng Xiaoping, China's 87-year-old paramount leader. As the paper said yesterday: "Borrow and absorb from other countries, including western developed countries, their advanced methods of running business and management skills."



Top of the front page of yesterday's People's Daily: outward expression of struggle

of economic (not, of course, political) reform and the degree of foreign participation China should allow. Equally, it is about who will lead China into the 21st century.

At an economic level, the debate seems to have been resolved in favour of the line advocated by Deng Xiaoping, China's 87-year-old paramount leader. As the paper said yesterday: "Borrow and absorb from other countries, including western developed countries, their advanced methods of running business and management skills."

China's managers will have to grab opportunity with both hands. Since 1988 China's state companies have amassed losses of Yuan31bn (\$3.3bn) and debts to each other far in excess of that. Along with price reform, there is the pressing problem of China's bloated and inefficient state industry.

What is still unclear, however, is what the economic reform means for the political future of China's party hard-

liners. These men and women have opposed quickening the pace of economic reform. Others fear that "opening up" to the west risks the incorporation of western ideas as well as western technology and capital.

The People's Daily said: "Be wary of the right, but mainly be guarded against the left" - the first high profile reference to the left (hardline faction) for years. It may mean a "soft" purge of anti-reformist elements in the leadership is in

the offing.

This, if it happens, will be played out in the coming months as the 14th party congress nears. The congress, due this autumn, will decide the composition of the new central committee and the politburo - in short, who will run China for the next five years or more.

Party committees in the provinces are in the process of choosing delegates, so Deng's intervention is seen as an attempt to influence the choices.

The struggle first came to light at the beginning of this year when Deng went to southern China and praised the economic development in the region. This trip culminated in a letter he wrote to the Politburo and circulated among officials.

Much of this document has leaked out in the Hong Kong Chinese-language press over the past two weeks and it is remarkable how close yesterday's story in the People's Daily follows what the colony's press has reported of Deng's letter.

If these reports are correct, China's bureaucrats will be reading reassuring noises from Deng about the merits of foreign investment.

For President FW de Klerk will not succeed in gaining the landslide victory he has demanded from whites unless he can convince them that he can prevent reverse apartheid - the domination of whites by blacks.

On Wednesday night, in the dormitory suburb of Germiston, his plan was put to the test before a group of National party voters gathered in the home of Oom Hannes for a "house meeting", the traditional tool of the white South African politician.

Patti Waldmeir
visits a 'house
meeting' to hear
South Africans
debate the
whites-only
referendum

Devaluation results in a stern test for Lagos

By Michael Holman in Lagos

RISING consumer prices and a weakening naira were being closely monitored by Nigeria's military government yesterday as the market responded to last week's decision to float the currency.

Foreign exchange bureaux in Lagos valued the naira at between 15.50 and 19.75 to the US dollar, down from Monday's Central Bank fixing of 18. The rate was 10.6 naira to the dollar before last Thursday night's announcement. The bureaux do not set the official rate, which will be done each Tuesday by the Central Bank in response to demand, but they are an important market indicator.

Uncertainty about the implications damped initial responses to the devaluation, but prices of many items, with and without an import content, have started rising sharply over the past 48 hours. Government officials point out that the prices of many

goods already reflected the premium on scarce foreign exchange, and were hoping that post-devaluation increases would be comparatively modest. The cost of domestically produced staple foods, they say, should change significantly. Lagos bankers believe the naira should stabilise, and perhaps recover slightly, as a liquidity squeeze and other measures - including promised curbs in government spending - take effect.

But a testing period lies ahead, in which government will come under pressure to back down from a decision widely seen as causing Nigerians more pain, with no gain.

Neither the local press nor the government have linked the devaluation to terms for a new stand-by agreement with the International Monetary Fund, which would pave the way to further external debt rescheduling.

Unemployment rate rises to 10.5% in Australia

By Kevin Brown in Sydney

AUSTRALIA'S unemployment rate rose to 10.5 per cent in February from a revised level of 10.4 per cent month earlier, according to figures released yesterday.

Unemployment remained below the post-war record of 10.8 per cent, reached in December, but the increase suggested that the slight fall in January was an aberration.

Mr Kim Beazley, the employment minister, said unemployment was "on track" to reach 10.75 per cent in June, the level foreshadowed in the government's budget last August. "That is not a source of joy; it is not an acceptable situation, and clearly we have to have

policy settings right to bring that down," Mr Beazley said.

Economists said the fall in the number of employed people was slowing down, although the improvement would not be sufficient to absorb increases in the labour force over the next few months.

The expectations are that unemployment will peak at around 11 per cent towards the end of the year. That would imply double digit figures in the run up to the federal election, which must be held by mid-1993. Private economists remain divided about whether recent improvements in some leading indicators reflect the beginning of a recovery.

In the five years to 1990, according to Sipi, India and Japan were the world's biggest importers of large conventional weapons. During the same period, five other Asian countries - North and South Korea, Pakistan, Taiwan and Thailand - all imported more arms than Libya.

Annual US military sales to East Asia and the Pacific have been running at more than \$3bn, but face strong competition from Europe and from local industries.

JAPANESE DEFENCE GROUP FINED OVER ILLEGAL ARMS SALE

JAPAN Aviation Electronics Industry, a defence equipment maker affiliated to NEC, the electronics combine, has been fined \$15m (\$8.5m) for illegally selling US military technology to Iran. Stefan Wagstyl reports from Tokyo.

The company paid the fine and pleaded guilty to 10 of 22 charges in a plea bargaining agreement with the US Justice Department.

The US and Japanese governments are lifting most of the sanctions imposed on JAEL last year

when the offences came to light. The company was banned by the US from manufacturing defence-related products made under licence from US companies. The Japanese Defence Agency suspended contracts with JAEL.

The company was charged with selling Iran navigation equipment for military jets which had been made under licence from US contractors. JAEL allegedly conspired with Aero Systems, a Florida-based company, to carry out the illegal exports in 1986. The sales contravened the US Arms Export Control Act.

JAEL is a world leader in aerospace navigation technology and if the bans had persisted, Japan's defence procurement programmes could have been disrupted.

The company was charged with selling Iran navigation equipment for military jets which had been made under licence from US contractors. JAEL allegedly conspired with Aero Systems, a Florida-based company, to carry out the illegal exports in 1986. The sales contravened the US Arms Export Control Act.

Mr Hisao Kaneko, the JAEL president, yesterday apologised to the defence agency, to other ministries and to clients for having caused a scandal which influenced even Japan's defence programme and the US-Japan security treaty.

After the settlement, JAEL revised its corporate financial forecast. It expects a Y3.5bn pre-tax loss in the year to the end of March, more than the previous estimate of Y2.5bn. The results would be worse but for the sale of a Y3.5bn parcel of land.

Brunei also wants Hawks from the UK, providing its air force with its first jet aircraft. But, along with plans for three offshore patrol vessels, it has delayed the purchase.

Western military consultants in Asia find the rationale for new weapon acquisitions - other than sheer prestige - in many cases unclear.

Vice Admiral Soedibyo Rahardjo, chief of Indonesia's general staff, said the ASEAN countries felt menaced not by a definite military threat but by uncertainty about how the balance in the region would evolve between the US, Russia, Japan, China and India.

New US "access facilities" are being set up in south-east Asia to compensate for the withdrawal, at Manila's behest, of forces from the Philippines, where the US Navy is due to complete its pullout from Subic Bay by the end of the year.

Singapore has agreed arrangements for rotating deployments of US fighters, port calls and the transfer of a naval logistics branch from the Philippines. Malaysia is to let US ships use a naval repair yard. Expansion of arrangements with Thailand is under discussion. According to Vice Admiral Soedibyo, Indonesia could in future also provide maintenance facilities.

A continued US presence is seen as preventing a "power vacuum" which would encourage the flaring of tensions in a region henceforth bristling with new weaponry.

AMERICAN NEWS

US envoy joins Nixon attack over help for CIS

By Jurek Martin, US Editor, in Washington

MR Robert Strauss, the US ambassador in Moscow, has berated Americans from both parties for ignoring the situation in the former Soviet Union in the primary campaigns.

"I find it amazing," he told a Senate hearing, "to come back in the middle of a presidential campaign and find that a subject as important as what we ought to be doing with respect to the republics of the former Soviet Union hasn't been the subject of an appreciable discussion at all."

"The Russians want our leadership and the Europeans want to see us lead and I think that can be put together," he said. "If it isn't, the great debate we're reading about one of these days is why we need it."

The language is similar to the warnings issued this week by former President Richard Nixon. But coming from a prominent Democrat appointed to Moscow last year by Mr George Bush, a Republican president, Mr Strauss brings a certain objective weight to the argument.

He stressed yesterday that aiding former Soviet republics ought not to be a partisan political issue.

At a dinner on Wednesday night following a conference organised by the Nixon Library, Mr Bush declared that "we must find a way to square



Strauss: berated American politicians from both parties

the responsibilities of world leadership with the requirements of domestic renewal."

However, he said little about what the US practically would be doing to assist Russia and the other republics.

Earlier, at his press conference, he had emphasised: "We're living in a time of constrained resources. There isn't a lot of money around and we are spending too much of it as it already is."

Though Mr Bush and Mr Nixon were careful to play down any differences between them, the former president

Mexico's proposal for dam upsets environmentalists

By Damian Fraser in Mexico City

THE Mexican government is planning to build a hydroelectric dam on the river bordering the Guatemalan frontier. In a project that could seriously damage the Lacandon rain forest, according to environmentalists and archaeologists in Mexico and the US, it could also flood some of the country's most famous archaeological sites they say.

The dam would be built on the Rio Usumacinta, which flows through the Lacandon, North America's largest rain forest. The dam, if sufficiently high, could lead to the flooding of the ninth century Mayan city-states Yaxchilan and Piedras Negras. Ms Linda Schea, professor of art at the University of Austin, Texas, said she had "no doubt" that one of the greatest heritages of the human species will be buried and lost forever without ever having been investigated.

Mexico's Federal Electricity Commission has said that the project would not damage archaeological sites and would not be approved until an environmental and cultural-impact study was completed.

The project, an earlier and larger version of which was dropped in 1988, has particularly enraged environmentalists

remained warnings of the dangers of "a new isolationism."

If Russian President Boris Yeltsin were to be overthrown, he would certainly be replaced by a more unpleasant form of despotism, which would end up costing the US much more to contain.

Mr Nixon's intervention, widely seen as another stage in his rehabilitation after the disgrace of Watergate, has attracted widespread interest. Wednesday night's conference dinner, attended by many members of his Administration, was reported in the US press as much as a social and political event as for its policy substance.

Even some of his inveterate opponents were moved to approve of what he had to say. Senator Alan Cranston of California, for example, said he agreed with Mr Nixon for the first time in years.

Seeking to exploit this in his inimitable manner, Mr Strauss argued that "there is nothing more important than to provide full US backing and funding for the International Monetary Fund's new work on the republics."

Proposals to help create a stabilisation fund for the route and on a new IMF facility are currently held up in Congress and also the subject of internal divisions inside the Administration.

Though Mr Bush and Mr Nixon were careful to play down any differences between them, the former president

Haiti army forces delay over return of Aristide

BOWING to pressure from the army-backed provisional government, Haiti's parliament yesterday delayed ratification of a proposed accord reinstating ousted President Jean-Bertrand Aristide. Reuter reports from Port-au-Prince.

After meeting three government ministers, Senate Speaker Dejean Belizaire said a special joint session of parliament's two houses to vote on the accord was being postponed from yesterday to next Monday.

Members of the Chamber of Deputies, which wants to ratify the accord as soon as possible, accused Mr Belizaire of stalling on "the government's behalf and voting for an outbreak of political violence."

It was the second time this week that the Senate's leader had delayed voting on the accord, brokered by the Organisation of American States (OAS) and aimed at settling the crisis set off by President Aristide's ouster in a September 30 military coup.

The OAS has promised to lift a crippling trade embargo when the accord is implemented.

Centrist Deputy Samuel Madelin said the government installed after the coup was said to be holding out for two ministries in the incoming cabinet as a guarantee it would not be investigated for corruption.

The census estimates that just 613m people live in the country, of whom 38 per cent are less than 40 years old - compared with unofficial estimates of around 85m. The average age has increased from 16 to 18 years old.

The population as a whole rose by an average of just 2.3 per cent in the decade.

Interest Rates as at 13th March 1992

DEPOSIT ACCOUNTS		
Three Month Reserve Account*	10.12%	10.52%
£25,000-£49,999	9.87%	10.15%
£10,000-£24,999	9.50%	9.84%
Reserve Account for Personal Customers	8.75%	9.04%
£50,000+	8.75%	9.04%
£20,000-£49,999	8.25%	8.51%
£5,000-£19,999	7.75%	7.98%
Reserve Account for Businesses/Charities/Societies	8.50%	8.78%
£100,000-£1 million	8.25%	8.51%
£25,000-£99,999	8.25%	8.51%
£10,000-£24,999	7.61%	7.85%
7 Day Notice Deposit Account	1.50%	1.51%
TESSA	10.00%	10.38%
Charity TESSA	9.00%	9.31%

We are able to place sterling and currency with the Money Markets. Rates are subject to daily variation. Further details may be obtained from your branch.
Where appropriate, Basic Rate Tax will be deducted from interest credited or paid (which may be reclaimed by resident non-expatriates). Subject to the required registration form, interest will be paid gross.
Gold Card Overdraft Facility 13.50% p.a.
Cards Unauthorised Borrowing Rate 23.50% p.a. (where prior agreement has not been made)
Personal Loan Rate 25.50% APR
House Mortgage Rate 11.00% p.a.
Within quotations available on request.
Security may be required for mortgages and other types of loans.

Coutts & Co

440 Strand, London WC2R 0QS

Politics and drought trap Brazil's poorest

Christina Lamb visits the north-east where aid workers describe conditions as 'African'

F RANCISCO Soares Alamedo laughs when asked when he last ate meat.

Standing at the doorway of his wattle and daub hut, he stares at the sky, praying for the first rain for three years. The surrounding land is scorched and cracked and last year the beans he planted died. Through the \$3 a week he earns labouring on a plantation the family survives on a breakfast of coffee without sugar and a lunch of flour and water. Dinner they save on going to bed early.

The scene might be typical of a famine-struck African nation but is hard to credit in Brazil, the world's ninth-largest economy with a vast richness of resources and a per capita income of \$2,200. While the country is consistently among the world's top three agricultural exporters, two-thirds of the population have an inadequate daily calorie intake, according to the World Health Organisation.

Mr Alamedo lives in the interior of Pernambuco state and like many north-eastern farmers is a vivid example of the inequality of Brazil's income distribution - often cited by the World Bank as the world's worst. National Institute of Nutrition figures show more than half the 20m rural population of the north east suffering some form of malnutrition.

"The rest of Brazil may be a France but what we see here is a Ghana," says Dr Malagueira Batista from the Maternal Institute in Recife, capital of Pernambuco. "I'm ashamed that in a country as rich as Brazil we still have so many going hungry. Countries with far lower per capita incomes have better health indicators."

He points out that infant mortality in Brazil's nine north-eastern states is 100 per 1,000 (the national average is 60 per 1,000) compared with 15



in Costa Rica.

The north-east, with vast sugar plantations, was once the economic and political centre of Brazil. But it has always been synonymous with inequality and most of the region's music and poetry is based on two themes - walking for rains and exploitation by the *cortadores*, the prominent figures granted large tracts of land when the Portuguese colonised the area in the early 16th century.

The north-east has not kept pace with the development of the industrial south and, during the "economic miracle" of the 1960s and 1970s, was left way behind. While the rich south spawned world-class companies and glitzy shopping malls, north-eastern farmers must compete with goats for subsistence during the region's periodic droughts. In Olímpia, where Mr Alamedo lives, a state of emergency was declared last September and in December alone 22 children died of malnutrition.

Yet with an average 800mm precipitation a year the area generally has enough rain

families. Mr Manuel Santos, president of the Pernambuco Rural Workers Federation, complains: "This is an ancient tactic to keep the peasant dependent and divided. It is not hard to see the connection between who gets the baskets and the way they vote in the municipal elections in October."

Mr Collor has called on

Sudene to draw up a strategy for a definitive end to the problem. However he is not the first president in the organisation's 33 years of existence to suggest this and Mr Menezes admits: "The problem is that governments each want their own projects so they abandon those of their predecessors and if there is no drought during their mandate they do nothing."

Those irrigation projects initiated by governments have been aimed at big exporters rather than small farmers. Uneducated and rarely owning their own land, farmers have made little improvement themselves though some grassroots organisations are being formed to teach how to survive

drought.

It is the plight of people such as Mr Alamedo which is at the root of two of Brazil's main problems - the deforestation of the Amazon and the growing slums of the big cities. During the 1970 drought, rather than tackle the problem and fearing social unrest, the Medicis government decided to open the Amazon and colonise it with north-easterners.

Between 1970 and 1988 more than 1.5m left the north-east and 60 per cent of all Brazil's migrants are from that region. The policy was a failure - migrants were not given credit or technology for farming and resorted to burning trees or fleeing to cities.

Today, with the south undergoing its worst recession for a decade and the world watching Amazonian destruction, this safety valve no longer exists. The last decade of high inflation has made the situation worse, widening the gap between rich and poor.

Recently rain returned to the north-east, ending three years of drought. But the next drought is never far off.

THE ONE PEP DESIGNED WITH ALL PARTIES IN MIND



The Henderson Election PEP is the product of over 50 years' experience of investment management.

It's specifically designed for these unpredictable times.

Investments in the portfolio have been chosen not just for their potential to perform in the long term but for their potential to withstand short term political or economic uncertainty.

The Henderson Election PEP also offers a form of progressive investment, which phases the buying of stocks to even out the downs as well as the ups in the markets.

For further details, return the coupon or ring us now:

071-410 4104

The value of a PEP and the income from it may go down as well as up and the investor may not get back the amount originally invested. Tax assumptions are subject to statutory change and the value of tax relief will depend on the circumstances of the investor.

THE HENDERSON ELECTION PEP

To: Henderson Investor Services Department, FREEPOST, London EC2B 2SX.
Please send details of the Election PEP.

Name _____

Address _____

Postcode _____ Telephone _____

My Financial Adviser is _____

We may contact you as a result of your enquiry.
Please tick the box if you prefer not to be contacted.

HENDERSON
THE INVESTMENT MANAGERS



HENDERSON FINANCIAL MANAGEMENT LIMITED. MEMBER OF IMRO.

UK NEWS

Election '92: Government presents finance bill • Labour launches campaign • Tories lag in polls

Kinnock to Bones of the Budget survive early election call

By Alison Smith

promise closer ties with EC

By Ivo Dawney, Political Correspondent

MR NEIL KINNOCK, the leader of the Opposition, will use his first campaign rally in Edinburgh today to stress Labour's commitment to closer ties with the European Community.

In speech also likely to focus on devolution in Scotland, the Labour leader is expected to endorse European-style social democracy - in which "all people contribute and all benefit" - as the ideal model for the UK party.

Mr Kinnock also hopes to consolidate voters' support for a devolved parliament in Scotland rather than the full independence being offered by the Scottish nationalists.

Yesterday, Mr Kinnock left morale high among his parliamentary troops after a widely-praised performance in the House of Commons in which he criticised Mr John Major for refusing to take part in a three-way party leaders' television debate. Speaking in the last prime minister's question time of the current parliament, the Labour leader accused the prime minister of being "ashamed" to defend his economic record.

Earlier yesterday, the Labour leader had kicked off what are set to be almost daily rallies with a London news conference attended by a bevy of celebrities.

Under the slogan, *It's Time for Change*, he castigated the government for squandering billions of pounds of North Sea oil revenues and from privatisation sales leaving nothing to show for it.

"It is fair to ask what they really have to show for all that power over all that time with all those resources," he said.

Questioned as to whether a Labour government might agree to introduce proportional representation for the Commons within a first parliament, Mr Kinnock said it was "very highly unlikely."

But he went on to keep the door ajar by adding that Labour's working party on electoral systems would continue its studies, enhanced with the authority of reporting to a government in office.

His words will be closely followed by the Liberal Democrats who have stated that they will not enter any electoral pact with another party without a firm undertaking to make the change.

Party campaign strategists are now convinced that Labour has begun its election campaign on the highest possible note and that Mr Kinnock's speech to the Scottish Labour party today will keep him one jump ahead of Mr Major who addresses his faith in Torquay on Saturday.

Labour takes narrow lead in early polls

By Philip Stephens, Political Editor

THE first opinion poll since the start of this week's campaign for an April 9 election last night gave the Labour Party a narrow lead as the Conservatives sought to shrug off pre-election nerves in London's financial markets.

The Mori survey for The Times, taken after the Budget, put Labour support at 41 per cent, the Conservatives at 38 per cent and the Liberal Democrats at 16 per cent.

The results compare with ratings of 40 per cent, 39 per cent and 18 per cent respectively in a similar poll two weeks ago. They were published as Mr John Major promised to combine a "visionary" election manifesto with a continuous onslaught on the opposition's tax policies.

Conservative strategists emphasised that the latest figures were well within the traditional 3-point margin of error on all surveys, suggesting that the two main parties are still "neck-and-neck". But Mr Major will be disappointed that the Budget has not given an immediate lift to his party's support.

bottle of wine, and just over one penny on a pint of beer.

- Tobacco: extra 13p on a packet of cigarettes, 10 per cent rise on cigars and other tobacco products, except pipe tobacco where the increase is only in line with inflation.

- Petrol: duty on unleaded petrol and diesel raised in line with inflation, but 7½ per cent increase in leaded petrol;
- Vehicle excise duty: extra £10 on vehicle excise duty on cars, taxis and light vans;
- VAT: the change setting up a system of monthly payments

on account for large businesses, though they can still submit VAT returns quarterly.

There will be a separate clause bringing in changes to the serious misdeclaration provisions, removing penalties on earlier declarations of tax up to £2000, and cutting the penalty rate from 20 to 15 per cent and the maximum default surcharge from 30 to 20 per cent.

- Car tax: halving of special car tax from ten per cent to five per cent;
- Income tax: introduction of the lower rate 20 per cent band

for the first £2000 of taxable income.

All the other Budget measures will not be enacted before the election.

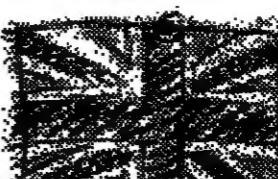
Apart from the changes to inheritance tax, the most notable omission is the change to the pension arrangements for the uniform business rate - enabling some businesses to gain more quickly, and ensuring that no business faces an increase above inflation.

This is delayed because it requires a local government

finance bill which could not be prepared and passed in time.

Other changes are not being rushed through because there is no urgency. The extra help for pensioners on income support are not due to take effect until October, while other tax changes, such as those to help the film industry, will apply in January.

- The Liberal Democrats have decided to enter the election pledged to increase the basic rate of income tax to 26 per cent and to abolish the lower 20 per cent.

BRITAIN IN BRIEF**DTI re-opens inquiry into Blue Arrow**

The Department of Trade and Industry (DTI) has re-opened its inquiry into the Blue Arrow affair to investigate the roles played in the scandal by the senior management of National Westminster Bank.

The appointment of DTI inspectors followed a call earlier this week by Lord Alexander, NatWest chairman, for such an inquiry to be held.

Lord Alexander's request was made in response to allegations, which were made during the Blue Arrow trial and were subsequently reported in last week's Economist magazine, that the bank and its chief executive, Mr Tom Frost, had misled the inspectors in the first inquiry and deliberately concealed documents from them.

NatWest and Mr Tom Frost deny the allegations and asked for the DTI investigation in an attempt to clear their names.

A DTI official said the inspectors would "cast their net widely" although they would be looking in particular at evidence relating to the involvement of senior NatWest executives in the Blue Arrow rights issue which came out in the recent Blue Arrow trial. Lex, Page 14

BCCI response awaits inquiry

The government will wait for the results of the official BCCI inquiry under Lord Justice Bingham before commenting on a Commons committee's report on the affair, according to Mr John Major, economic secretary to the Treasury.

Mr Major said the government would consider carefully the recommendations made this week by the Treasury select committee. The Bingham inquiry is not expected to be completed until after the general election.

Tax changes to create jobs

Income tax changes in this year's budget are likely to create almost 1,000 jobs in the Inland Revenue, which only last week announced plans to save up to 10,000 jobs over the next decade by reorganising its office network to increase efficiency and improve service.

Most of the additional tax office jobs will be required because of the introduction of a reduced 20 per cent rate of tax for the first £2,000 of taxable income.

Some will be needed to deal with inquiries expected to arise from a more complicated tax structure.

Treasury admits budget slip

Mr Norman Lamont, the chancellor, made a slip in his Budget speech when giving the wrong figure for the new annual turnover figure above which companies will pay value added tax, the Treasury confirmed.

The new threshold is £36,500, not £38,000 as Mr Lamont stated on Tuesday. "It was a slip of the tongue," said the Treasury. "This isn't the first time this has happened to a chancellor on Budget day."

MPs demand to see Maxwell brothers

The two Maxwell brothers should be brought before the House of Commons for refusing to answer MP's questions about their father's theft of more than £400m from the pension funds of his companies, according to a parliamentary committee.

The committee said it also wanted to question the role of those US investment banks which were involved in the alleged illegal operation to support Maxwell Communications Corporation shares by routing share purchases through offshore trusts.

Spending limits to be delayed

Decisions about which councils should have their spending capped or limited by central government have been delayed until after the general election.

Mr Michael Portillo, the local government minister, said capping decisions would be held over. Ministers say that by convention such spending decisions are not announced during an election.

The news emerged as Cipa, the public finance and accountability body, said the average poll tax in England next year, taking account of how many people are due to pay in each authority, would be £275.34 - an increase of 11 per cent over the present year.

Airport boost for Manchester

Manchester Airport expects to beat London Gatwick into second place this year to become Britain's market leader in holiday traffic. The airport says flights planned by more than 270 tour operators will push Manchester's share of the UK inclusive tour booking market to nearly 30 per cent, compared with an estimated 26 per cent for Gatwick.

Strike ballot at shipbuilders

Manual workers at Vosper Thornycroft, the south coast shipbuilders, are to ballot on strike action over compulsory redundancies. The company, which has been hit by a lack of defence orders, is aiming to cut its workforce by about 200 before June. Unions said the company had breached redundancy agreements and balloting would begin in the next two weeks.

Thomas Cook withdraws card

Thomas Cook, the travel services arm of the Midland Bank, has staged a partial withdrawal from the corporate credit card market which it entered less than two years ago.

Small business customers of Thomas Cook have received a letter from its corporate card division telling them that their cards facilities are being withdrawn at less than 48 hours notice. Around 400 companies have been affected with a total of 600 corporate cards.

Buyer sought for Volvo plant

The West Cumbria Development Agency is launching a world-wide marketing campaign for Volvo's unwanted bus factory at Workington, in a bid to attract a major inward investor to Cumbria's hard-hit coastal strip.

The agency is targeting the USA, Germany, Japan and Taiwan in a bid to find a buyer for the plant, which Volvo decided last year to close the plant this year with the loss of 370 jobs because of the slump in the bus market.

Coy trade unions still pay for left-wing war chest

The trade union movement will provide £6.3m for Neil Kinnock's party, reports David Goodhart



Face value: Norman Willis, general secretary of the TUC, has to articulate union links with the Labour party

EVEN as he announced the election date from the steps of 10 Downing Street Mr John Major warned the electors that a vote for the opposition Labour Party was a vote for a party in the pocket of the trade unions.

With Labour stressing a greater distance from its union founders, and union power at an all-time low, it is not a theme which seems to have benefitted the government in the pre-election peace war.

But the general election itself does serve to underline Labour's continuing financial and logistical dependence on the trade union movement, led by the movement's umbrella body, the Trades Union Congress (TUC).

Despite the desperate financial condition of many Labour-affiliated unions, especially the TGWU general union, they will provide about £6.3m of Labour's £7m election fund.

Just as important, especially in a closely fought battle, is the non-cash aid; people, offices and cars, for the four weeks of the general election campaign.

The union leaders themselves will be almost entirely invisible in the Labour campaign. This is not a new development. Union leaders have rarely played a leading role on the hustings for Labour, even less so since the late 1970s when their popularity plummeted following the infamous 'Winter of Discontent', when widespread strikes helped bring down a Labour government in 1979. Since then, Mr Norman Willis, TUC General Secretary, has struggled to articulate the movement's new relationship with Labour.

Many leaders say they will be behind their desks working normally during the campaign, although they will be doing their best to get the vote out in their union. Others such as Mr John Edmonds of the GMB general union and Mr Bill Morris of the Transport and Gen-

eral Workers Union do have an official role on Mr Neil Kinnock's 'leaders' committee'.

It is those two general unions which have traditionally provided the lion's share of election assistance for Labour. They now represent nearly 2m of the 5m union members who are affiliated to the Labour Party, a total that has fallen by 25 per cent over the past five years thanks to falling membership.

The two general unions thus provide almost half of the union's £6.3m election pot; fortunately for Labour their press officers and other staff.

"Labour won the campaign

interest and to plan ahead. With a larger proportion of union cash going to the special election fund, Labour has had to cover about 50 per cent of the party's annual £5m annual running costs from non-union sources. This has been achieved mainly through raising the party's standing order base to £22 a year, according to Mr Tony Manwaring, head of the general secretary's office at Labour headquarters.

The non-union element of the election fund has also increased sharply on 1987, thanks to special appeals to members and high profile events such as the recent celebrity dinner.

In 1987 Mr Kinnock was fêted around the country in cars belonging to the GMB general union, underlining the importance of logistical support from the unions. This time every key marginal has had a temporary organiser and a computerised electoral roll, with many of the people and machines provided by the unions.

That non-cash support, especially fax machines, telephones and offices, is hard to quantify but might well substantially swell the £7m figure that Labour is expected to spend in the next four weeks. Unions, however, have to remain careful that their political support for Labour comes out of the union's political fund.

Despite the new efficiency of Labour's election funding the party could afford two elections in one year, yet many union leaders privately admit that a hung parliament and a quick second election is probable. With union's increasingly stretched for cash it is Labour's better-off individual supporters who would be called upon to provide more cash than ever before.

No wonder many union leaders are keen supporters of state funding for political parties despite the political power that the current system is supposed to give them.

Interest and to plan ahead.

With a larger proportion of

union cash going to the

special election fund,

Labour has had to

cover about 50 per

cent of the party's

annual £5m annual

running costs from

non-union sources.

This has been

achieved mainly

through raising the

party's standing order base to £22 a year, according to Mr Tony Manwaring, head of the general secretary's office at Labour headquarters.

The non-union element of the election fund has also increased sharply on 1987, thanks to special appeals to members and high profile events such as the recent celebrity dinner.

In 1987 Mr Kinnock was fêted around the country in cars belonging to the GMB general union, underlining the importance of logistical support from the unions. This time every key marginal has had a temporary organiser and a computerised electoral roll, with many of the people and machines provided by the unions.

That non-cash support, especially fax machines, telephones and offices, is hard to quantify but might well substantially swell the £7m figure that Labour is expected to spend in the next four weeks. Unions, however, have to remain careful that their political support for Labour comes out of the union's political fund.

Despite the new efficiency of Labour's election funding the party could afford two elections in one year, yet many union leaders privately admit that a hung parliament and a quick second election is probable. With union's increasingly stretched for cash it is Labour's better-off individual supporters who would be called upon to provide more cash than ever before.

No wonder many union leaders are keen supporters of state funding for political parties despite the political power that the current system is supposed to give them.

Interest and to plan ahead.

With a larger proportion of

union cash going to the

special election fund,

Labour has had to

cover about 50 per

cent of the party's

annual £5m annual

running costs from

non-union sources.

This has been

achieved mainly

through raising the

party's standing order

base to £22 a year,

according to Mr Tony

Alejandro Stein, a Venezuelan academic-turned-businessman reckons the construction system that he has helped to develop could cut 40 per cent off the cost of building a house in Nicaragua. In western Europe, where people expect more in a new home, he says building a house his way would be 15-20 per cent cheaper than using traditional methods.

Stein, a 44-year-old professor in the faculty of architecture and urban design at the Central University of Venezuela in Caracas, set out with colleagues about a decade ago to find ways to reduce the costs of housing the poor in the third world.

For the Venezuelan academics, the problem was close to home: flimsy shanties rise vertiginously on the hills surrounding their city. The idea they developed for the third world has already been used in the first: for example, in a housing development in Orlando, Florida. Stein and others believe it also has potential to improve housing standards in eastern Europe and the former Soviet Union, for example in Ussuri, the homecoming Red Army.

Stein, now the chairman of the company which is licensing the product, called his system "Tronco". Spanish for log, since the structures resemble metallic log cabins.

Housing projects in the third world usually involve the manufacture at a remote plant of prefabricated concrete sections which are then transported to the housing site. This requires a substantial investment in plant and transportation costs which rise with the site's dis-

tance from the plant. Skilled labour is needed at every stage of the construction process and it is scarce. Often the buildings do not look traditional, and do not reflect local preferences, such as that of central American houses for solid walls.

The Tronco system attempts to avoid these problems by creating on site, hollow "logs" of aluminium or galvanised steel which are slotted together. These logs are light enough to be carried and positioned by one person. Each machine requires eight people for maximum efficiency, including a semi-skilled machine operator and a supervisor. Because the majority of the workforce is unskilled, building costs are reduced and the houses can be put up where traditional building skills are not available.

Buildings can be put up very rapidly: each machine and team of eight can construct an estimated 500 square metres of built area a day - up to three times as quick as conventional methods and helping to keep costs down. This speed, Stein suggests, could be useful in the former Soviet Union, where the severe winter restricts the

housebuilding season and which is also plentifully supplied with unskilled labour and the metallic raw material.

Although the logs, being hollow, have insulating qualities, this can be supplemented in cold climates with additional insulation between the logs and the cladding. In warm climates the logs are more efficient at keeping out the heat than concrete, which after sitting in the sun will begin to radiate heat inside a dwelling.

Stein has laid a strong emphasis on obtaining building certification in the US. Now obtained, it means the buildings are acceptable in earthquake-prone California and hurricane-swept Florida.

He claims this as a strong advertisement for the building's stability.

However, there are limits to its application. It is not practical for buildings with more than three storeys, because the extra strength and weight

TECHNOLOGY

Low-cost housing built for the third world is finding its way back west, writes Stephen Fidler

Roll in the log cabins



Aluminium 'logs' form the walls, upper floors and roofs

needed to make such a construction sound would negate the savings in construction.

Furthermore, in rich countries, resistance to the concept can be expected from private buyers who usually prefer more traditional brick or wood-frame houses. A well-established building trade is likely to favour traditional construction methods.

Stein's company will hold a meeting in London on April 15 to demonstrate the system to potential buyers. It is hoped that the first building will be completed by June.

At present, the cost of the Tronco system is £100,000, plus £100,000 for labour and £100,000 for transport. Stein believes that the cost of the plant will drop to £100,000 by the end of the year.

He believes that the Tronco system will be adopted by the World Bank and other international agencies.

Stein's company is currently looking for partners in the UK and elsewhere to help develop the system.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

He is also looking for investors to help finance the development of the system.

Stein is optimistic about the future of the Tronco system and believes that it will become a major player in the global housing market.

MANAGEMENT

Lucy Kellaway finds Lord Weinstock sharing the limelight with paintings of his prize-winning racehorses in an otherwise gloomy room

Down at heel in Mayfair



MY OFFICE

Lord Weinstock sits slumped behind his desk. He does not get up when you come in. The office is dark, even though it is the middle of the afternoon. The dingy hanging blinds are drawn; spotlights pick out his desk and his prized paintings of racehorses on the walls. In between are pools of obscurity. The room is sweltering. The chair of the General Electric Company looks perfectly at ease in shirt-sleeves, but visiting businessmen are expected to sweat into their jackets, perched on uncomfortable chairs.

The headquarters of one of

Britain's biggest industrial companies is so run down that it would put much smaller organisations to shame.

Its ugly, modern box shape and dirty mixture of concrete, steel and glass - fashionable in the 1960s - are a blot on its Mayfair surroundings.

The rounded lettering displaying the company's name and the dusty outside of the building do not seem to have been changed since GEC moved there in 1963.

Upstairs on the chairman's floor, some of the fluorescent corridor lights do not work, and the ceiling tiles are uneven.

A ring of grease and dirt surrounds the button that calls the lift. Lord Weinstock cannot remember the last time his brown office was decorated.

Even he agrees that enough is enough, and finally the building is to be redecorated. "The

place must be sufficiently bright not to depress people," he says.

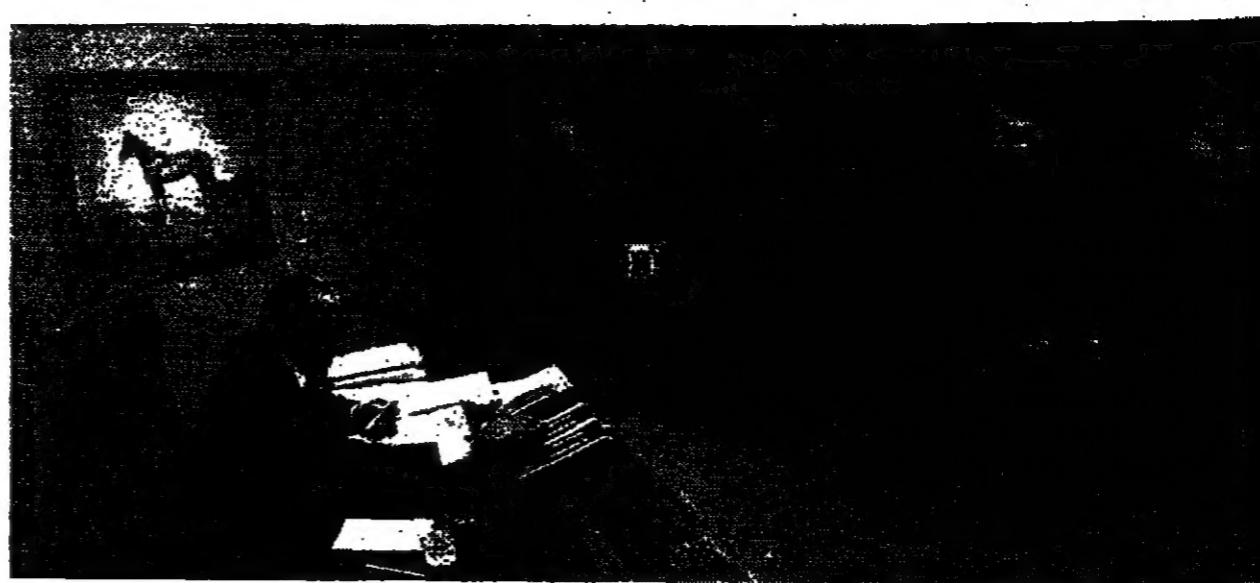
A hint to the future is given by the waiting room on ground floor which has recently had a face-lift with a cheap pink carpet and plastic-upholstered sofa which sit bleakly around the unadorned walls.

Weinstock appears quite unbothered by the image that the building gets across. "I'm not interested in image. We are what we are."

That is certainly true of Weinstock, an original, a manipulator, a chauvinist and a charmer.

He does not abide by the conventions that bind the bosses of other companies. He gets into work at 9.30 or 10am and stays until late at night, locking the papers into his safe before going back to his London flat.

"Most of my life revolves



Lord Weinstock: "Most of my life revolves around my job. It is what I am doing most of the time, wherever I am."

Ashley Ashwood

around my job. It is what I am doing most of the time, wherever I am." Even when he should be asleep, he lies awake thinking about work.

He likes to be in command of his day, and only once a year - at budget time - does he allow himself to tie down by formal meetings.

"I am not normally aware

long in advance of what is in my diary," he says.

Inside the black volume, all the pages seem to be completely empty. "This does not run my life," he says slamming it firmly shut.

By contrast, both doors at either end of his office are wide open. Through one of them, Sarah Morrison, GEC's blue-

stocking director of communications emerges, puts some papers on Weinstock's desk, and tells him something that she thinks is funnier than he does.

"I want to know our share price. I can see it on this, a device which we invented." He scratches up the remote control of his television and has some trouble getting it tuned to Teletext, and starts to shout.

Eventually he manages it

and calm returns. A more heavily used gadget is the telephone, on which he spends about a third of each day.

He is quick to get on the phone himself, sometimes launching into a harangue before he has said who he is. Indeed, he has no fewer than 282 numbers on a short dial code, which are just the people who he speaks to often.

Weinstock rejects the usual hierarchy within companies, and has no qualms about ringing up the manager of a small depot, getting him to explain himself if any complaints have made their way to head office.

He has no personal staff, apart from a secretary and on his own admission, he is not much of a one for delegating. "I don't delegate the jobs I am doing," he says.

"If I can't do a part of a job, I delegate the thing to someone else."

Although Weinstock is a big family man, there are no pictures of his family around, indeed, no pictures of human beings at all.

Instead he rattles off all the prizes won by his horses around the room, as well as the races they ought to have won.

"You have to have something on the walls and they are more beautiful than people," he says.

western Europe, if at all. Investing car-makers have pressured Hungary, as they have its east European neighbours, into tightening up car import quotas this year to restore some of the lost local advantage. But sales remain disappointing.

GM sold only 2,200 cars in Hungary last year and is likely to fall into the absurd situation of exporting some of the 15,000 Hungarian-assembled Astras back to western Europe each year. The costs of transporting parts and cars back and forth, and the uneconomic scale of the car-making facility, outweigh the savings on labour.

The irony is that the quality of the workforce, praised so much by the car multinationals, was not the determining factor in their Hungarian investments. The decisions were made to gain market access. The plants were set up to satisfy the Hungarian government's requirement for countertrade - to offset the balance of payments effects of selling cars locally.

Besides, a diet of rice and fish - famers and all - that both sickened and starved the Hungarian meat eaters, compulsory overtime, and the unrelenting pace of work, were grievances. What made the unpleasant unbearable, said退休者, was mean pay that was only average by Hungarian standards.

Hungarian workers expect more of foreign companies.

Suzuki still thinks it will have a good workforce in the end. The Japanese transplant is, in any case, the exception that proves the rule. GM and Ford show that, handled carefully, Hungarian workers can be exceptional value for money.

The irony is that the quality of the workforce, praised so much by the car multinationals, was not the determining factor in their Hungarian investments. The decisions were made to gain market access. The plants were set up to satisfy the Hungarian government's requirement for countertrade - to offset the balance of payments effects of selling cars locally.

That logic went out of the window when Hungary, in line with the rest of eastern Europe, liberalised car imports. Hungarian consumers, strapped for cash in a deep recession, bought second-hand cars from

Car-makers drive a hard bargain with ease

Nicholas Denton reports that western executives are finding unparalleled freedom in Hungary



prise is productivity. Output per man-hour - at the engine-making facility, at least - will be "at the top" of GM's European rankings, if Hofmann's reckoning proves right.

"We can introduce a different

manufacturing system here," explains GM Hungary's managing director. "To do it from scratch is so much easier."

Szentgotthárd has implemented the "team concept" to an extent

unparalleled in GM's western plants and matched only by Eisenach in eastern Germany. Teams of production workers are responsible for everything from safety to quality assurance. In parallel, the layers in the organisational hierarchy have been cut to four from the six or seven that GM averages. "I have no foreman," says Hofmann in a tone verging on wonder.

All this has been possible because no rigid demarcation lines, trade unions or established working practices cramp the managers' right to manage. Workers cannot refuse a draft from car-making to engineering. Nor is there any segregation of salaried and hourly-paid staff, nor of skilled and unskilled.

GM has been far from alone among western car companies in embarking on a management revolution in Hungary. Ford, GM's US rival, is equally bullish as it gears up for next month's start of produc-

tion at its \$35m car components plant at Székesfehérvár.

There is one vital ingredient, neglected at a car-maker's peril, that makes Hungarian workers amenable - pay. Japan's Suzuki Motor Corporation, on the brink of completing a \$235m assembly plant at Esztergom for Swift cars, found

Hungarian workers expect more of foreign companies.

Suzuki still thinks it will have a good workforce in the end. The Japanese transplant is, in any case, the exception that proves the rule. GM and Ford show that, handled carefully, Hungarian workers can be exceptional value for money.

The irony is that the quality of the workforce, praised so much by the car multinationals, was not the determining factor in their Hungarian investments. The decisions were made to gain market access. The plants were set up to satisfy the Hungarian government's requirement for countertrade - to offset the balance of payments effects of selling cars locally.

Besides, a diet of rice and fish - famers and all - that both sickened and starved the Hungarian meat eaters, compulsory overtime, and the unrelenting pace of work, were grievances. What made the unpleasant unbearable, said退休者, was mean pay that was only average by Hungarian standards.

Hungarian workers expect more of foreign companies.

Suzuki still thinks it will have a good workforce in the end. The Japanese transplant is, in any case, the exception that proves the rule. GM and Ford show that, handled carefully, Hungarian workers can be exceptional value for money.

The irony is that the quality of the workforce, praised so much by the car multinationals, was not the determining factor in their Hungarian investments. The decisions were made to gain market access. The plants were set up to satisfy the Hungarian government's requirement for countertrade - to offset the balance of payments effects of selling cars locally.

That logic went out of the window when Hungary, in line with the rest of eastern Europe, liberalised car imports. Hungarian consumers, strapped for cash in a deep recession, bought second-hand cars from



Take a Walk on the Wild Side.

THERE IS A POPULAR misconception that all Spanish beaches are a shared pleasure. Far from it. Anyone prepared to venture a few kilometres outside the main resorts will discover a coastline of unfettered beauty. Where the only footprints in the sand will be their own. And seekers of splendid isolation will find it in a dazzling variety of settings. In the unhurried relaxation of the Spanish Islands. In the wooded coves and deep blue waters of the Mediterranean. Through the long, deserted shores of the Levante coast. And on to the far north, washed by the Cantabrian sea, a region of solitary splendour unsurpassed on most tourist maps. The creature comforts of a small fishing village or an old fashioned seaside town could be round the next headland.

But in the meantime, you can call the beach your own.



Passion for life.

LA MANGA BEACH MURCIA



1992 Olympic Games The Universal Experience © 1991. All Rights Reserved Cultural Capital of Europe

COURIER & EXPRESS SERVICES

The FT proposes to publish this survey on

May 15 1992.

The survey will be seen in 160 countries worldwide and will be of special interest to 51,000 readers in the UK who are decision makers on postal despatch and freight services. If you want to reach this important audience, call

Bill Castle
on 071 873 3760
or Fax 071 873 3062.

Data source: BMRC Business

Survey 1990

FT SURVEYS

BUSINESS IN THE COMMUNITY

The FT proposes to publish this survey on

May 12 1992.

It will be of interest to the 81% of Captains of Industry in Great Britain who are readers of the FT. If you want to reach this important audience, and the FT's estimated one million readers worldwide call

Edward Batt on
071 873 4196 or
fax 071 873 3062

Data source: Captain of Industry

1991 MORI

FT SURVEYS

The Board of Directors of the Polish Development Bank in Warsaw

acting in accordance with articles 390 and 393 of the Polish Commercial Code and paragraph 27 of the Charter of the Polish Development Bank, Joint-stock Company,

advises that a

General Assembly of Shareholders will take place on April 14th 1992 at 10.00 am

In Warsaw at the Marriott Hotel

The agenda of the Assembly is as follows:

1/Opening,

2/Election of a Chairman of the General Assembly of Shareholders,

3/Confirmation, as required under the Commercial Code, that the General Assembly of Shareholders has been called in the proper legal manner, and that the Assembly has the ability and right to make legally valid and binding decisions,

4/Report of the Board of Directors on the performance of its duties, and a vote of acceptance,

5/Report of the Supervisory Board on the performance of its duties, and a vote of acceptance,

6/Examination and confirmation of the Report of the Board of Directors on the Bank's performance in 1990-1991,

7/Examination and confirmation of the Balance Sheet as at end 1991,

8/Examination and confirmation of the Profit and Loss Accounts for 1990-1991,

9/Examination of the Board of Directors' proposal regarding the distribution of profits,

10/Confirmation of the distribution of profits,

11/Other business,

12/Election of Supervisory Board of the Polish Development Bank,

13/Close of meeting.

The documents mentioned in the points 4-9 of the agenda are available for examination by Shareholders at the Office of the PDB in Warsaw, 47/49 Zurawia Street, Poland.

Member of the Board of Directors
Stefan Ciesla

Vice-Chairman of the Polish Development Bank
Maciej Olek-Szczytowski

FT LAW REPORTS

Oil rig contract is not frustrated by revised drawings

MCALPINE HUMBEROAK LTD v McDERMOTT INTERNATIONAL INC
Court of Appeal
(Lord Justice Lloyd, Lord Justice Wolf and Lord Justice Russell)
March 5 1992

A CONTRACT is not frustrated by pre-signature events of which the parties are fully aware when they sign, and which are provided for in its terms. And where time is of the essence, delay which on the evidence is caused by the contractor does not displace lump sum provisions for his payment so as to entitle him to increased prices going beyond those provided for in the contract.

The Court of Appeal so held when allowing an appeal by the defendant, McDermott International Inc, from a decision of Judge Davies QC sitting with two assessors that a contract between it and the plaintiff, McAlpine Humberoak Ltd, had been frustrated. An appeal on McDermott's counterclaim was allowed.

The appeal was the first on fact under the new procedure under Order 58 rule 4(b) of the Rules of the Supreme Court.

LORD JUSTICE LLOYD said that north of Aberdeen was an off-shore drilling rig, known as the Hutton Tension Leg Platform.

The contract for construction of the deck structure was placed with McDermott.

The top deck consisted of nine massive steel pallets, welded together to form a platform. Each pallet comprised nine plate girders joined together by tee, and covered by deck plating.

On November 16 1981 McDermott awarded the subcontract for four of the pallets, numbers W3, W4, W5 and W6 to McAlpine. It was not signed until March 24 1982, but was to take effect from November 18 1981.

The total subcontract price was £290,330. Completion dates for W3 and W4 were February 8 and 1 1982 respectively.

W3 was not delivered until July 17, and W4 was not delivered until September 11 1982.

The costs actually incurred by McAlpine came to £2.55m. It claimed £3.54m. It said that sum was due under the contract, or as damages for breach of contract.

Judge Davies QC held that the contract had been frustrated.

That came as a surprise to the parties, since frustration had not been pleaded, or argued.

The judge awarded McAlpine a quantum meruit [the amount it deserved for work done] equal to its costs, plus 10 per cent profit less £1m already paid by McDermott. He dismissed a counterclaim by McDermott.

On the present appeal Mr Thomas for McAlpine did not support the judge's finding on frustration, but sought to sustain his conclusion on other grounds.

Under the sub-contract time was of the essence. McAlpine was to complete work by the specified dates. It was entitled to be compensated if acceleration was necessary due to McDermott's actions.

By clause 35 McDermott might at any time direct McAlpine to make a change in the scope of the work. The change was not to be carried out until McAlpine had received a change order signed by McDermott.

McAlpine was to prepare shop drawings, and no fabrication was to be performed until they had been completed and reviewed by McDermott. Shop drawings were to be based on "approved for construction" (APC) drawings, and should show all details required for fabrication.

McAlpine was to be paid lump sum prices for fabrication, assembly and other work. The lump sum was to be based on quantities agreed and stated in the sub-contract.

Performance of the sub-contract fell into three stages.

The first was the pre-preparation stage. It included preparation of shop drawings based on APC drawings issued by McDermott's employer, preparation of steel for welding, manufacture of jigs, qualifying weld procedures for use in fabrication, and qualifying welders.

The second stage was fabrication of the plate girders and tees. It was planned to take 11 days. In fact it took seven weeks.

The third stage was assembly of the pallets.

The greater part of the delay, and by far the greatest part of the additional costs, occurred during phases two and three.

McAlpine's case was that the main cause of delay was the issue of a large number of

revised APC drawings after the contract had been placed. The first issue, consisting of 45 drawings, was received by McAlpine on December 1 1981. The second, consisting of 17 drawings, was received on December 11.

There were 22 new issues in all. They meant that the shop drawings had to be revised. It was said, the revised APC drawings created havoc in the drawing office and disrupted production in phase 1, and had a knock-on effect in phases 2 and 3.

The second cause of delay, according to McAlpine, was McDermott's failure to answer technical queries (TQs) as promptly as it should have done. The third cause, it said, was the issue of variation orders (VOs) under clause 35, changing the scope of the work.

McDermott's case was that the revised drawings, and the failure to give prompt answers to TQs, were no more than what to be expected in the North Sea oil industry, and had no disruptive or delaying effect. It said it had paid more than McAlpine was entitled to under clause 35 in respect of the VOs, and that they did not disrupt production.

McDermott also said the delay in phase 1 was caused by McAlpine's failure to qualify its weld procedures until just before fabrication started on February 16, and to complete manufacture of jigs for fabrication of plate girders until early February 1982. It said the main causes of delay in phases 2 and 3 were the vast amounts of remedial work due to poor quality welding.

The judge found it was the revised drawings which generated the excessive number of TQs.

He said they "transformed a contract based on 22 drawings into one based on 161 drawings... They distorted its substance and identity."

He concluded that the effect of the changes was to frustrate the original venture virtually from the start.

The present court could not agree with his reasoning, nor with the conclusion that the contract was frustrated.

The revised drawings did not "transform" the contract into a different contract, or "distort its substance and identity". It remained a contract for the construction of four pallets until March 24 1982, when W5 and W6 were withdrawn.

The judge found the contract was frustrated as early as December 11 1981 on receipt of the second drawing issue.

That was over three months before the sub-contract was signed.

The sub-contract when signed provided expressly that receipt of drawings would constitute change instructions for the purposes of clause 35, and that McAlpine should be compensated for the additional time and work involved.

If the court were to uphold the finding of frustration, it would be the first contract to have been frustrated by matters which occurred before the contract was signed, and were not only well-known to the parties, but were provided for in the contract itself.

The judge held that, since the contract was agreed to take effect from November 18 1981, one must construe it in the light of circumstances then existing, and what the parties then knew.

If that meant the court was to disregard the fact that the contract was signed by the parties with their eyes open on March 24 1982, when the causes and consequences of the alleged frustrating events were already largely in the past, it could not agree.

The inherent probabilities, the contemporaneous documents, and the overwhelming weight of the oral evidence all pointed in one direction. The cause of delay in starting fabrication was McAlpine's failure to qualify its weld procedures before February 15 1982. It had nothing to do with the causes found by the judge.

The contract was not frustrated. The lump sum price was not displaced.

The appeal was allowed. Judgment was given for McDermott on its counterclaim for damages in respect of additional site personnel employed after the period representing the overall impact of the extra work had expired.

For McAlpine: Christopher Thomas QC and Peter Coulson (Glovers).

For McDermott: John Utter QC and Lionel Persey (Ince & Co).

Rachel Davies
Barrister

LEONARD CURTIS

BY ORDER OF THE JOINT ADMINISTRATIVE RECEIVERS
DAVID SWADEN FCA & DERMOT J POWER FCA

IN THE MATTER OF

J PICKUP & SONS (ENGINEERING)

FURNESS VALE INDUSTRIAL ESTATE LIMITED

- Manufacturer of stainless steel expansion flanges and bellows.
- Registered trademark "Thermoseal".
- Confirmed orders in excess of £200,000.
- Annual turnover in the region of £1.5million.

Offers are invited for the business and assets of the above companies.

Enquiries should be addressed to Gis Ratchiffe at:
Leonard Curtis and Partners, Chartered Accountants

Peter House, Oxford Street, Manchester, M1 5AB

Tel: 061 236 1955 Fax: 061 228 1929

THE MONOTYPE CORPORATION PLC (IN ADMINISTRATIVE RECEIVERSHIP)

The Joint Administrative Receivers offer for sale:

- * Long established UK manufacturer of Pre Press Equipment.
- * Worldwide distribution network with representation in over 60 countries.
- * Turnover c.£30m per annum.
- * Established product range.
- * Prestigious MONOTYPE name.
- * Extensive typeface library providing £5m per annum of licence fees.
- * 6.4 acre freehold industrial site at Redhill.
- * New 68,000 sq. ft. office/industrial building.
- * 14 acre sports ground.
- * 100 acre farmland.

For further information please contact: Hugh Godsal by facsimile on 0737 763833.

Arthur Andersen & Co. is authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.

**ARTHUR
ANDERSEN**

The BODY SHOP

Skin & Hair Care Preparations

VERY SPECIAL RETAIL OPPORTUNITY

A rare opportunity has just arisen to buy a successful franchised Body Shop in a town west of London. Sales and profits for the last 3 years have been substantial, reliable and growing.

The shop is well fitted. The staff and management are loyal and fully trained.

The proceeds from the sale will be reinvested in growth elsewhere within the Body Shop.

Potential buyers will need to show their commitment to Body Shop's principles and trading style, as well as their financial substance.

Further enquiries from serious buyers (principals only please) to:

Box No: H6693
Financial Times, 1 Southwark Bridge, London SE1 9HL.

FOR SALE DRINKS COMPANY

- TURNOVER £5 - 10m
- PROFITABLE
- NATIONAL BRANDS
- GOOD CASHFLOW

For further information please write to the company's financial adviser:



Close Brothers Limited
36 GREAT ST. HELEN'S
LONDON EC3A 6AP
FOR THE ATTENTION OF: J. ATTACK

BUSINESSES FOR SALE

Touche Ross

Brimec (UK) Limited

(In Administrative Receivership)

The Joint Administrative Receivers, A. M. D. Bird and P. L. Thurston offer for sale the goodwill, assets and undertaking of the above company.

- Leading designer and manufacturer of vehicle recovery and transportation systems in operation worldwide.
- Turnover exceeding £2 million.
- 17,500 sq. ft. leasehold site at Fishponds, Bristol.
- Confirmed order book.
- Name established over 25 years.
- Wide product range with valuable patents pending for "Lo-Lift" and "Ultralow".

For further details, please contact Mark Nicholls or the Joint Administrative Receivers at the address below:

Queen Anne House, 69/71 Queen Square, Bristol BS1 4JP.
Tel: 0272 211622. Fax: 0272 292801.

Authored by the Institute of Chartered Accountants in England and Wales to carry on investment business.

John P McElhone Limited

McElhone Doors Limited

The Administrative Receiver offers for sale on a going concern basis the business and assets of the above Companies either separately or as a Group. John P McElhone Limited, established over 30 years ago and based in freehold premises at Castledawson, Co. Londonderry N. Ireland, manufactures high specification timber windows, roof trusses, patio doors and door kits. McElhone Doors Limited, based in freehold premises at Bellfield Road, Castledawson, Co. Londonderry N. Ireland, manufactures a full range of internal and external timber doors.

The Group can offer:

- Design capabilities and systems of the highest order;
- Cumulative turnover of approximately £4m per annum;
- Modern well-equipped premises on two independent sites;
- Healthy order books with established customer bases and regular export business; and
- A significant timber stock.

For further details please contact the Administrative Receiver, Stephen Prenter FCA at Stoy Hayward, Franklin House, 12 Brunswick Street, Belfast BT2 7GE. Tel: 0232 439009. Fax: 0232 439010. Ref: SP-301/92.

STOY HAYWARD

Chartered Accountants • Business Advisors • Management Consultants

Bailey Construction Holdings Limited

JC Bailey Construction Limited (Both in Receivership)

The contracts and business assets of these contracting and construction companies, based in Tamworth, Staffordshire, are for sale as a result of receivership.

- High quality, commercial development site in Tamworth. 1.2 acres remaining for development and 1 unit partly completed. Completed units all occupied by public companies.
- Group freehold offices at Tamworth.
- A range of other freehold investment and development properties and sites.
- A number of partly completed contracts, which may be available for novation.

Enquiries to PE Baldwin Esq., Price Waterhouse, Livery House, 189 Edmund Street, Birmingham B3 2JB. Tel: 021-200 3000. Fax: 021-200 2902.

Price Waterhouse

By Order of the Administrative Receiver, C.G. Adams M.F.A., M.A.P.I.

Re: Milled Park Limited, Brimstone, Peterborough

MULTI-PURPOSE ARENA AND HOTEL

□ Football, Tennis, Badminton, Exhibitions, Live Concerts and Shows

□ Biggest audience capacity in East Anglia

□ Major bookings and new ideas for highly flexible accommodation

□ 18 twin, double and family rooms

□ Fully equipped bars, restaurant and conference facilities

Ref: IKS



EDWARD SYMONDS & PARTNERS

2 Southwark Street, London Bridge, London SE1 1RQ

Fax: 071-407 1947

LONDON • MANCHESTER • LIVERPOOL • BRISTOL • SOUTHAMPTON

Tel: 071-407 8454

BUILDERS MERCHANTS

The joint administrative receivers offer for sale on a going concern basis the business assets of T RANDELL & SON LIMITED (IN RECEIVERSHIP).

*Turnover £1.5 million

*Business established 85 years

*Experienced workforce

*Freehold site Chalfont St Peter, Bucks.

</div

ASSOCIATE DIRECTOR-TREASURY

City

Our Client, a well established firm of City Stockbrokers has recently undergone a period of significant growth and have made ambitious plans for the future; as a direct consequence they have identified a need for an Associate Director to control the Firm's expanding Treasury operations.

Reporting directly to the Director of Stock Exchange Operations, the role will have overall responsibility for managing Client and Firm's monies to the best advantage of both, and will involve close liaison with the Compliance and Finance Departments.

The successful candidate must have entrepreneurial flair and have the ability to develop in line with the anticipated growth and development of the firm. A proven track record in initiating and implementing projects within a firm of stockbrokers is essential.

Ideally, candidates should be aged between 35 and 45, and have at least three years experience of working in a senior managerial capacity within the Treasury function of a firm of stockbrokers. A good working knowledge of the short and longer term implications of Taurus, Rolling Settlement and DVP is expected.

Interested candidates should send their CVs to:
Carol Jardine at MCW Associates Ltd, Communications Centre,
Thames Wharf Studios, Rainville Road, London W6 9HA
Fax: 081 341 4463

Head of International Sales and Marketing Fund Management

Frankfurt

DM Attractive & Performance Bonus

This position, with the German subsidiary of one of Switzerland's leading banking groups, carries the responsibility for marketing the group's equity-based funds which are currently managed in Frankfurt. The company requires an individual with a strong securities sales and marketing background, a sound understanding of global macro-economics and a demonstrated ability in man-management. European languages, including German and English, are essential. The brief includes Continental Europe, Japan and the Asia Pacific region and will involve extensive travelling.

Employment terms will be standard to German law and will include an internationally competitive remuneration package.

Interested parties should apply in strictest confidence to:

Rochester Partnership,
10th Floor, Garrard House,
31-45 Gresham Street,
London EC2V 7DN.



INTERNATIONAL SEARCH & SELECTION

Business To Business Broking
If you have experience at management level or above in any service, manufacturing or retail industry, you may be suitable for a lucrative career in Business To Business Broking. We are particularly keen to speak to people with knowledge of the following industries:

- Banking/Finance
- Accountancy
- Law
- Management Consultancy
- Travel
- Publishing
- Hoteles & Restaurants
- Business Services/Office Supplies
- Construction and maintenance
- Franchise/Commercial property
- Pricing
- Advertising

Full or part-time openings available. All experienced applicants will be capable of negotiating at director level. For your C.V. tel 071-822 4140, or call 071-822 6155. Corporate or international enquiries welcome.

Tel: 071-600 0101
Fax: 071-796 4255
Also on Reuters pages
JOBA and JOBS

Derivative trader trainees entrepreneurial, numerate, self-motivated individuals.
Quantitative degrees preferred.
Apply to CNA (UK)
1 College Hill,
London EC4R 2RA.

THE LONDON OFFICE OF WANSBROUGHS WILLEY HARGRAVE

has a vacancy for a Senior Commercial Lawyer with experience of insurance and financial services.

The firm offers a range of commercial and litigation services to insurance companies and seeks to respond to the corporate requirements of these organisations in the light of growing opportunities presented by the single market. The appointment is required to service current demands and to develop existing connections. Salary is negotiable.

Please send CV in confidence to:

Head of Location,

Wansbroughs,

Drury House,

Russell Street,

London

WC2B 5RA

WANSBROUGHS
WILLEY
HARGRAVE

LONDON LEEDS BIRMINGHAM BRISTOL

INTERNATIONAL FIXED INTEREST SALESPERSON EDINBURGH BASED

Edinburgh Stockbroking Company requires a specialist Fixed Interest Salesperson with an established client base to market International Bonds and Convertibles into Switzerland and other markets. Fluent Swiss-German/Italian essential, French helpful.

A competitive remuneration package will be offered. Applicants should provide a resume of relevant experience and linguistic abilities.

Written applications only to: Box No. A1787,
Financial Times, One Southwark Bridge, London SE1 9HL.

A PRIVATE ISSUE

Imaginative and creative "min-maker" (45) with proven track record in turn-around, pioneer business and profit implementation, available as
NON EXECUTIVE DIRECTOR.

Former Senior Corporate positions included 15 years with DX, Ludwig & Cyrus S. Eaton Group of Companies, plus Middle East Monarch, after classical training in Germany, Switzerland and France. Financial background; multi-lingual, native German. VAST INTERNATIONAL BUSINESS CONNECTIONS. For non-sense effectiveness at board level or, if desired, special strategic mandates, please contact at UK residence: B.M. Klessner, The Tower, Hadlow Castle, Hadlow, Tonbridge, Kent TN11 0BG. Tel: (0732) 366128, fax (0732) 360178.

Leading investment bank require Swaps Data Compare/Cleanup Section Manager.
Degree level education together with minimum three years experience in derivative products (mainly swaps), mainframe systems, swaps conversions and swap system management essential.
Experience of London and New York derivative markets useful.
Write Box A454, Financial Times,
One Southwark Bridge, London SE1 9HL.

FINANZLEITER - DEUTSCHLAND

Eine expandierende und schnell wachsende britische Aktiengesellschaft im europäischen Techniksektor mit Umsätzen von ca. 75 Mio. DM jährlich sucht für ihre deutsche Tochtergesellschaft (ca. 30 Mio. DM) mit Sitz südlich von Frankfurt einen Finanzleiter.

Der Bewerber soll die Führung der Finanzabteilung verantwortlich übernehmen und wird in Zusammenarbeit mit dem Management - Team der AG die laufenden Geschäfte sowie neue Projekte führen. Er sollte die Deutsche Staatsangehörigkeit haben und fließend English sprechen. Neben einschlägiger beruflicher Qualifikation erwarten wir solide Kenntnisse im Bereich Steuern und Recht sowie Erfahrung im produzierenden Gewerbe.

Wir bieten Überdurchschnittliche Vergütung (auch Übernahme der Umzugskosten).

Bewerbungen mit aussagefähigen Unterlagen bitte an:
Box No. A457, Financial Times, One Southwark Bridge,
London SE1 9HL.

Finance Director

Are you seeking to use your financial skills in a worthwhile job, working in an organization committed to action for the world's poor?

Tridcraft plc is a company based on Christian principles which aims to promote justice in trade with developing countries. Since our foundation in 1978, annual sales have steadily increased to £5.5 million.

We are looking for someone with proven management experience in financial control and policy making, with an appropriate professional qualification and with a commitment to work with us for a fairer world.

In return, we offer the opportunity to work as part of the executive team in a company which makes more than profit. For further details, write to: Sheila Parker, Tridcraft Plc, Gateshead NE11 1NE.

Closing date for application: 30/3/92



Treasurer

London SW1 c£50,000 + car

Successful manufacturing plc (T/O £500m), is establishing its treasury function to support international growth objectives. There will be ample opportunities for personal initiative while creating the role, developing treasury policy, co-ordinating operating practices and improving City links.

Candidates should be graduate chartered accountants with experience of the treasurer's function in a sizeable company, preferably with European interests and should be familiar with corporate finance practices applied in support of the operating companies and the stewardship role. Someone approachable, communicative and persuasive is sought. French and/or German would be an advantage.

For a brief job profile, write to: John Courtis FCA at JC&P, 104/112 Marylebone Lane, London W1M 5PU, stating latest salary, demonstrating explicitly how you meet the above criteria, enclosing CV and quoting 7267/PT.

John
Courtis
&Partners
Search and Selection

We, Deutsche Hypothekenbank Frankfurt AG, wish to fill the vacancy for a permanent

Chartered Surveyor.

The scope of duties covers the technical and economic assessment of properties in the Federal Republic of Germany and Europe and the calculation of market values. You will be stationed in Frankfurt/Main.

We expect candidates to have several years' in-depth professional experience, a basic knowledge of German is mandatory, advanced language courses will be offered in Frankfurt.

With total assets of over DM 47 bn, Deutsche Hypothekenbank Frankfurt AG is one of the biggest private mortgage banks in the Federal Republic

of Germany and belongs to the Dresdner Bank Group.

We can offer you a well paid position with openings for advancement within the Group as well.

It would be a pleasure to discuss details on the position vacant, salary and other particulars concerning our company in a personal interview with you.

Your application should be sent to Mrs. Petersen of our personnel office, Taunusanlage 9, 6000 Frankfurt 1, telephone (010 4989) 2548-145.

Deutsche Hypothekenbank Frankfurt Aktiengesellschaft

Bowden Gow Associates
Executive Search & Selection

PRIVATE CLIENTS

Individuals or Teams with successful track records and loyal clients are required to join a top house with extensive research and back-up facilities, excellent working conditions and competitive salary packages. Contact

Mike Down
071 582577 (0) or 582577 (9)

SWISS BASED MONEY BROKER SEEKS EXPERIENCED IRS OR SWAP OPTION

An international broking organisation is looking to expand its IRS operations. The successful candidate should have at least 12 months knowledge of the IRS or Swap Option market. Preferred age 20-35. Remuneration will be negotiable based on performance and market experience.

Mr Dudley,
Cedel SA
Rue Perdempis 1-CH 1260 Nyon
Geneva Switzerland

EUROPEAN RESEARCHER

Technimetrics is looking for a dynamic graduate with equity related experience to research financial institutions in the UK and on the continent. Technimetrics is internationally recognised as the leading data base company servicing the investor relations and broking communities. Languages including French and German would be an advantage. Rewards related to experience and performance. Please send C.V. to the Personnel Department at:

Technimetrics Inc.
84 Newman Street
London W1P 3LD

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

INTERVIEW TECHNIQUE

A Seminar For Newly-Qualified Accountants

Hyatt Regency Hotel, Birmingham

The ability to perform effectively in an interview situation has never been more important than in the current climate. Job opportunities are rarer and competition is intensified by widespread redundancy among the professions. With interviews harder to secure it is therefore essential for job applicants to be able to demonstrate their best qualities. The interview, after all, is a selling situation.

With this in mind, Robert Walters Associates are hosting a seminar, in conjunction with The Financial Times, in order to inform newly-qualified Accountants of the qualities sought by recruiters and the best techniques to employ during interview. We have invited two individuals, with extensive experience of selecting middle and senior managers, to outline what they look for and to pass comment on issues such as psychometric testing, graphological testing and other selection techniques.

The speakers will be:

Ms Debbie Marsh
Head of Financial Management Services
Courtaulds Plc

Ms Nia Carroll
Associate Director, Human Resources
SearsCard (A division of Sears plc)

The seminar will take place on Thursday 26 March 1992 at The Hyatt Regency Hotel, 2 Bridge Street, Birmingham commencing at 6.30pm. It is free of charge and refreshments will be provided.

As numbers are strictly limited, please telephone Jo Parry on 021-212 2400 to reserve your place or write to her at Robert Walters Associates, The Citadel, 190 Corporation Street, Birmingham B4 6QD.

ROBERT WALTERS ASSOCIATES

LONDON WINDSOR BIRMINGHAM BRUSSELS AMSTERDAM PARIS

FINANCIAL TIMES EUROPE'S BUSINESS NEWSPAPER

vous faire partie d'un accord publicitaire avec

LES ECHOS

le quotidien de l'économie le plus important en France. Une annonce dans la rubrique "Offres d'emploi" Internationales dans le FINANCIAL TIMES et LES ECHOS augmentera de façon substantielle l'impact de votre message sur les cadres dirigeants en Europe. Chaque semaine, les annonces paraîtront dans les Echos le mardi et dans le Financial Times le mercredi. Tel vendredi dans l'édition Internationale du Financial Times). Pour de plus amples renseignements, veuillez contacter:

STEPHANIE COX-FREEMAN
071 873 4027

ARTS

**Ballet
for Sax**LILIAN BAYLIS
THEATRE

There is room – there is need – for good chamber ballet, for work of quality suited to small performing areas. The concert groups sent out by Scottish Ballet and English National Ballet fulfil a very necessary function in taking classic dance to audiences who might otherwise have no easy occasion to see it. The Royal Ballet makes no such effort, and it was the enterprise of former Royal Ballet artists, led by Jennifer Jackson, which created *Dance Advance*, a few years ago. The inspiration for the troupe was to sustain new and adventurous choreography for modest "concert" presentation.

Dance Advance had notable dancers and gained one major piece in MacMillan's *Sea of Troubles*. Its failure to continue, for varied reasons, was a distinct loss. Now Jennifer Jackson has revived the idea – with different collaborators – as *Voltaire*, a madly resistible title but a thoroughly worth-while venture. Distinguished dancers, present and former members of the Royal Ballet, are involved – Bryony Brind, Mark Silver, Laura Hussey, Michael Corder – and even after one viewing I am tempted to suggest that the Royal Ballet benefit from closer association with an ensemble which could take good dancing and good dances to audiences who otherwise might never see our national ballet.

Not that this first programme was all beauty and light. Jennifer Jackson was, I believe, misguided in juxtaposing the work of the sexophobe John Surman and the pianist John Taylor with Debussy's *Trois Chansons de Bilitis* in her *Aber ego*. Sally Burgess sang these most exquisite melodies with loving intelligence, and moved gracefully through poses plastiques with Bryony Brind, Michael Corder and Mark Silver – her musical and dramatic subtlety, Silver's intensity, making something memorably sensuous of *La chassoue*. But the subsequent musical fantasies from John Surman and John Taylor on Debussian phrases, as accompaniment for predictable dances, were indefensible, philistine.

Musical and dances were happily reunited in Michael Corder's new *In the Mist*. Corder is a true craftsman as well as a true choreographer, and he judged the small dance area of the Baylis Theatre and the qualities of his interpreters exactly. Thomas Kaurich played Janacek's four eponymous piano pieces very well indeed. Henk Schut provided a mist-filled stage marked by three poles, dressed the quartet of dancers (Brind, Silver, Laura Hussey, Michael Rolnick) in grey leotards, and lit the piece brilliantly.

Corder produced dances as allusive, haunting, riven with fleeting emotions, as his score. It was a pleasure to see dance so poetic, and so feisty made from close observation in a restricted area. It was no less a pleasure to see the authority and distinction of manner of Bryony Brind and Mark Silver. Here is a perfect example of how ballet of real worth may be made available for the smallest stage. I hope funding and touring authorities take note.

Clement Crisp

The survival of the Jews

This year marks two chillingly connected anniversaries in Jewish history: 1492, the date of the expulsion of all Jews from Spain, and 1942, when the Nazis fixed on "the final solution" in Berlin villa and Auschwitz began operating as a murder factory which killed 6000 people a day. "Who in the world would go voluntarily to Berlin?" asked the novelist Joseph Roth in 1927, when there were over 150,000 Jews in the German capital. Today, there are 5,000.

Patterns of Jewish Life, at Berlin's Martin Gropius Bau (to April 26) commemorates not the terror but the survival, continuity and range of Jewish experience. Two Jews, three opinions goes the proverb; this exhibition is at once a triumph of diversity, a feast of visual delights and an enthralling history told through paintings, objects, books, archives. Everyday life – Moroccan customs, mementoes from the Polish ghetto – rubs along with all the richness and colour of spiritualism made tangible: a stone five-year-old Pelesteach (the five books of Moses), a model of the Indian synagogue of Cochin's "white Jews", a painting of the Alte Synagoge in Prague, the oldest synagogue still in its original form.

The elegantly-proportioned Martin Gropius Bau sets the story of 2000 years of exile and world-wandering to fine advantage: its open courtyard is a "holy tent" where the core of Judaism, the written word, is explored; leading off in all directions, a circle of bright, large rooms allow the visitor to pick up historical or thematic

links at any point. There is no dogma, but cumulatively, the chronicle of cultural exchange between Jews and the varied regimes within which they have lived, and the restrictions and fear which Jewish thought and aesthetic expression have provoked over the centuries, waves like a banner trumpeting the power and importance of artistic and cultural life in any society.

Jackie Wullschlager
reviews 'Patterns of
Jewish Life' in
Berlin

Nothing demonstrates this better than the cultural history of Berlin itself. By the 19th century, Jews hoped to gain acceptance by converting – the certificate of baptism is the entitlement to European culture," wrote Heinrich Heine – and, when they were granted citizenship rights in the founding of Germany in 1871, more identified strongly with the Wilhelmine empire and later with the Weimar republic. The parade of political notables here ranged from Bismarck's banker, Gerson von Bleichröder, the curled moustache and stately pose of Emilie Bauer's 1888 portrait to the very essence of Prussian dignity, to Edward Munch's picture of the cigar-puffing patron of expressionist artists, Weimar Foreign Minister Walter Rathenau (later murdered by the Nazis).

The run of assimilated bankers and entrepreneurs who gained public success lulled

Jews into a false sense of security. Those from the east, passing through en route to America, often stayed; the city's high point as capital of the European avant-garde in the first third of this century would have been impossible without artists like Max Brod, Joseph Roth, Max Reinhardt, who settled there until their works where burned or banned by the Nazis and Berlin was denuded as a cultural centre.

Arthur Kauffmann's massive triptych "Intellectual Emigration", tells the story: its three parts – leaving occupied Europe, the Atlantic crossing, arrival in New York – contain life-size portraits of 30 Jewish artists, from Kurt Weill to Klemperer, who fled a Hamakka memorial draped in the Stars and Stripes, each of its eight branches studded with liberty clasping a birthday candle, makes a companion piece of joyful optimism.

In "Ulysses", Stephen's teacher Mr Deasy proudly declares Ireland's record as the only country which never persecuted the Jews – "because she never let them in". The great contrast of this exhibition is between 19th and early 20th century American religious liberalism and European repression, and the resulting erratic relationship between the Utopia of Jewish idealism, the return to the promised land, and the actual Utopia of the new world. Cultural conflict in America became that of Jew against Jew – bourgeois Americanised German Jews versus proletarian, orthodox Zionistically-inclined Russian Jews: a foreshadowing of similar tensions in Israel today.



'Orthodox Jews of Prague: Funeral Brotherhood' by Chewra Kadisha, 1780

"We German Jews are spiritual proletarians, while the Polish Jews, who live in proletarian conditions, are aristocrats of their spirits", wrote Franz Rosenzweig in 1918. Among the highlights at the Martin Gropius Bau is the reconstruction of the shetl world of east European Jewry. Famous pieces like Chagall's appear here in the context of Jewish folk art such as Isaac Ryback's topsy-turvy villages and frenzied violinists in the cycle "The Little Town".

Cultural centres which disappeared completely with Hitler – Vilna, for example, the "Jerusalem of Lithuania", where newspapers appeared in six languages, exports included the international hit play *The Dybbuk*, and half the population in 1889 was Jewish – are evoked through paintings, photographs, manuscripts, with the nostalgic intensity and mystery of a Bashevis Singer novel.

Even in an account designed to celebrate Jewish achievement, pogroms and forced baptisms and persecution form as inescapable part of the tale. What is valuable in a show of this scale is the long view, which shows how minor indignities imposed over the centuries were built upon as the foundations for the horrors of the Third Reich. Special

degrading clothing for Jews,

for instance, was ordered in 18th century Vienna; by 1851 Ferdinand's Jews were forced to wear a yellow ring; later, Prague Jews wore a yellow collar. Hitler's yellow star, therefore, must have initially been seen not as uniquely menacing but as a variation on a long-standing theme.

The Dreyfus case in the 1900s, where justice was eventually done and the Jewish officer Dreyfus rehabilitated, had by ironic contrast a vehement impact in persuading European Jews that they were not as assimilated or safe as they had thought: Theodor Herzl's

State laid the foundations of Zionism. Without driving at specific aims, "Patterns of Jewish Life" throws up all the timeless questions about Jewish identity, the significance of faith – "Jai trop peu de religion pour en changer" was the celebrated reply of an old French lady when asked why she did not convert – the essence of Jewish art and thought, the differences between anti-Judaism, anti-Semitism and anti-Zionism. The exhibition is a magnificent record of the entwined fate of a people, a religion and a culture which no one interested in recent history would want to miss.

The Barber of Seville

PALACE THEATRE, WATFORD

I would like one day to see a Figaro Festival. It should include not only the three Beaumarchais plays that launched this character upon the world and the Mozart and Rossini operas that made him yet more famous, but also Horwitz's modernist masterpiece *Figaro Gets Divorced* (staged in 1990 at the gate), René's classic film *Les règles du jeu* (inspired by Beaumarchais), the very cut Tito Gobbi film of Rossini's opera (seen last Sunday on Channel 4) and more.

Here on the British stage is the father of all Figaro, Beaumarchais's *Barber of Seville*, seldom seen today. Figaro is a character who faces backwards and forwards in history. He is derived from the Harlequin of commedia dell'arte and from the comedies of Terence and Plautus; but he is also a symbol of the social forces that brought down the ancien régime.

Unfortunately, this account is not greatly to be recommended. This play is much harder to bring off than its sequel, *The Marriage of Figaro* (or *Figaro's Wedding*, call it what you will). Beaumarchais's text is a thin fabric that seems once to have been emboldened with commedia vitality and incendiary nuance. Lou Stein's production fast-forwards over delicious crises that surely need to be prolonged to the point of delirium, and creaks through witty manoeuvres that should pass like quicksilver.

Every role is undercut, but Figaro most so. Lee Cornes, a bland barber who blunders with the text, makes it impossible to understand why his is the title role. Helen Bonham Carter is a spoilt deb of a prima donna. Her pertness is appropriate, but she has not the warmth to make this role lovable. The elegance to make it



Helena Bonham Carter

distinguish or the vulnerability to make it touching.

Oliver Parker is a yuppie Almaviva. Barry Jackson does nothing worse as Bartolo, but not enough right. Imagine the comic inventiveness that a Paul Eddington might bring to the role and you have a clue to how intoxicating *Barber* could again become. The dancing of Gemma de la Cruz before and after each scene lends a welcome dash of Spain to proceedings, which is then vitiated by the cast's coarse pronunciation of "Rosine" and "José".

The translation is by Randit Bolt and follows his *Marriage of Figaro*, given last year by this theatre. Bolt is an irrepressible rhymester – he can-

not resist turning bits of Beaumarchais's prose into verse. And his few outbreaks of rhyme here are better timed than the big one in *Figaro*.

Bolt is the virtuoso of yuppispeak, and greatly talented. But prose does him good; it sometimes stops him advertising his own cleverness. Even so, more than half the jokes here are by Beaumarchais, and some of Beaumarchais's best lines have been pruned away. Too often Bolt sounds like a loutish loudmouth, trying to make sure that his voice will always be heard over that of the original playwright.

As directed by Patrick Wilde, the Theatre Manoeuvres company partly manages those things: well enough, at least, to make its *Cabal and Love* a fascinating discovery. The passion is sometimes muted. In the close quarters of the Lyric Studio, the actors are inclined to play safe, and David Paisey's new Englishing is no more than tamely faithful. Its diction slides between 30th-century colloquial and 19th-century fustian. Yet the drama is set off nicely, without extraneous tricks.

Schiller's play was first a pillow of his native principality of Württemberg, and then – much less precisely, but with a

heroine spoken less musically. Her bright teenage voice, spanning no more than a half-octave, shakes and breaks the text into short half-phrases. Yet all of this flies fresh like a dart from her heart. This is the most artless of Isabellas, with both the fervour and the nervousness of the young; she has a streak of St Joan in her.

Most brilliant is the psychological acuity – especially in terms of body-language – of her scenes; with Angelo (David Haig), his first special attention to her is that of a schoolmaster with a keen pupil; he sits her down and explains how things must be. But then she, with unthinking precocity, tells of authority's medicina. "Go to your bosom, Knock there, and ask your heart..." she says, and she listens to his heart, half like a doctor. So, unintentionally, she thaws this stiff-bodied ruler to guilty sexual arousal.

Nunn has somewhere tinkered with the text. Lucio's "Grace is grace, despite of all controversy" line, often cut, is back, but some scenes are reordered, some words

Measure for Measure

RSC, YOUNG VIC

Trevor Nunn's RSC staging of this great imperfect, ambiguous and infinitely rewarding play has now reached London after a national tour. On this page Andrew St George praised its premiere at Stratford's The Other Place in September; here I add my voice to his. The RSC has done this play proud before, and this production does not surpass some of the versions we saw in the 1980s. Shakespeare's vague Vienna here becomes fin de siècle Vienna, and Nunn has gone overboard on realism.

The production's most daring stroke is in casting young Claire Skinner as Isabella. I have never heard a Shakespearean

heroine spoken less musically. Her bright teenage voice, spanning no more than a half-octave, shakes and breaks the text into short half-phrases. Yet all of this flies fresh like a dart from her heart. This is the most artless of Isabellas, with both the fervour and the nervousness of the young; she has a streak of St Joan in her.

Most brilliant is the psychological acuity – especially in terms of body-language – of her scenes; with Angelo (David Haig), his first special attention to her is that of a schoolmaster with a keen pupil; he sits her down and explains how things must be. But then she, with unthinking precocity, tells of authority's medicina. "Go to your bosom, Knock there, and ask your heart..." she says, and she listens to his heart, half like a doctor. So, unintentionally, she thaws this stiff-bodied ruler to guilty sexual arousal.

Nunn has somewhere tinkered with the text. Lucio's "Grace is grace, despite of all controversy" line, often cut, is back, but some scenes are reordered, some words

altered and the Duke's big central rhyming-couplet speech has been chopped into three and redistributed around the play.

This production avoids the grand scale whereby Nicholas Hytner's 1987-89 staging showed so movingly the layers and connections of a complex society. Shakespeare's abiding questions about governance and fitness to rule count for little, and the strange and wonderful role of the observer Duke is diminished. Philip Madoc further spoils this by adopting, for his scenes in disguise as Friar Lodowick, a sustained Welsh kind of Mummersett accent. But every role is sharply characterised, and the mood swings finely between serious and comic.

Though not definitive, this staging (running until April 26) is to be urgently recommended to anyone remotely interested in Shakespeare. (It could even convert some who aren't.) Its suspense and intensity are rare, and they illustrate some vital facets of this perennially fascinating play.

Alastair Macaulay

Cabal and Love

LYRIC STUDIO, HAMMERSMITH

This is Friedrich Schiller's early, fiery prose-drama *Kabale und Liebe*. It deserves revival because it is not only a "seminal" play, but a masterly one, granted its dated conventions. Which is to say: it uses its melodramatic scaffolding to soar above it – but the challenges confronting any modern revival are that the dusty scaffolding must hold firm, and that the ardour of Schiller's rhetoric should come up fresh.

As directed by Patrick Wilde, the Theatre Manoeuvres company partly manages those things: well enough, at least, to make its *Cabal and Love* a fascinating discovery. The passion is sometimes muted. In the close quarters of the Lyric Studio, the actors are inclined to play safe, and David Paisey's new Englishing is no more than tamely faithful. Its diction slides between 30th-century colloquial and 19th-century fustian. Yet the drama is set off nicely, without extraneous tricks.

Schiller's play was first a pillow of his native principality of Württemberg, and then – much less precisely, but with a

huge overflow of feeling – a manifesto for radical Romantic ideals. There is a remote, self-indulgent Prince, whom we never see, and around him a cabal of minor aristocrats, who insulate him from the people while advancing their own interests, and below them the docile burghers.

The mainspring of *Cabal and Love* is the unsuitable love of the executive President's son for a burgher's daughter: the kind of story which holds the stage now only in the likes of *Giselle* and early Donizetti, fairy-tales in which everybody is fated to his or her station. In Schiller's genuinely political drama, however, every twist of the plot-screw illustrates the power-relations between divided classes. Against that cruel young Ferdinand's and Louise's protest rise to prophetic vehemence, and their final trap has the hard shape of tragedy.

The translation and the playing alike

fudge this aspect of the dialogue: that the speakers – however angry or bitter – know their places to a nicely, slimy villain.

David Murray

accordingly. That enforces a formal mode, upon which Schiller capitalised grandiloquently. Here, the players are too politely modern-democratic. Gil Sutherland's clever President has to be feline and insinuating, not the formidable power-figure of the German production seen at the Aldwych several years back; and only toward the end does Christopher Hollis's personified Ferdinand get nearer to passion than well-bred, low-wattage petulance.

Sarah Burghardt's Louise, winsomely sincere and self-deprecating, acquires moral force only in her face-off with the Prince's mistress, the exotically English "Lady Milford". In fact Adrienne Thomas is no believable English Lady, but a rampant *Dynasty* character – which is all to the good: she strikes vital sparks. Best of all: Steve Hodson as the President's devious secretary Wurm, finding intelligent depths in a character Schiller wrote as a pure, slimy villain.

David Murray

objects from museums in Peru, US and Europe from 1500 BC to Spanish conquest. Ends April 12

TUBINGEN

Kunsthalle The Russian

Avant-Garde and the Stage

1890-1930: 350 works from the

Lobanov-Rostovsky collection,

including costumes, posters,

programme covers, stage designs

and portraits. More than 80 artists

are represented, covering all

styles of the period, from Bakst

to Chagall, Rodchenko and

Eisenstein. Ends May 3. Closed

Mon

WASHINGTON

National Gallery of Art Guercino:

an exhibition marking the 400th

anniversary of the birth of one

of the most gifted Italian baroque

painters, including 60 drawings

from the Windsor Castle collection.

Ends May 17. Also John Singer

Sargent's El Jaleo

FINANCIAL TIMES

NUMBER ONE SOUTHWARK BRIDGE, LONDON SE1 9HL
Telephone: 071-873 3000 Telex: 922186 Fax: 071-407 5700

Friday March 13 1992

Policy choices for the US

IN PAST US presidential elections, foreign observers have often been frustrated by the lack of attention paid to foreign policy. Decisions made by a US president can sometimes have more effect on the fate of people in other parts of the world than decisions made by their own national leaders, yet those parts of the world may not be mentioned by presidential candidates, and the vast majority of the electors may cast their votes without having even heard of them.

This year's election is different. Not all the details of foreign policy are receiving any more attention than before. But, thanks especially to Mr Patrick Buchanan, the US's world leadership role itself has become an election issue. Mr Buchanan has tapped into a strong current of popular feeling which holds that, having won the Cold War, the US can now afford to leave the world to its own devices, and needs to do so in order to concentrate on solving its economic and social problems at home.

Those who would follow Mr Buchanan's isolationism all the way are still probably quite a small minority. There is no mass movement, for example, calling for the immediate withdrawal of all US forces from Europe. Nor, in spite of all the "Japan-bashing", does there appear to be strong support for protectionism: it is the less protectionist among the Democratic candidates who have done best in the primaries so far. There is not even much criticism of President Bush's foreign policy as such. His opponents are, by and large, quite happy to concede that foreign policy is what the president is good at.

Domestic problems

But what many Americans do feel is that foreign policy takes up too much of their time and effort, while problems at home are crying out for more attention. Before Mr Buchanan on the right, the message was powerfully rammed home by Mr Harris Wofford, the surprise victor of last November's Senate by-election in Pennsylvania, on the left. "It's time to take care of our own."

That message has certainly reached Mr Bush, via the pri-

mary results. He has not yet translated it into convincing remedial action on the home front – which is hardly surprising, for in reality there is no automatic correspondence between presidential time spent on a problem and progress towards its solution. Nor is it quite fair to say, as one Democratic congressman has, that for the next three months, Patrick Buchanan is going to be president of the United States. Foreign policy has not come to a sudden halt. On several international issues – the Uruguay Round, the Arab-Israel peace process, Iraq's continued defiance of UN resolutions, re-employment of Soviet nuclear scientists – the administration continues to be very active.

Pulling teeth

What is true is that Mr Bush has less and less freedom of manoeuvre when it comes to spending money on his foreign policy objectives. To withhold loan guarantees from Israel is proving surprisingly easy. But to get money out of Congress for IMF recapitalisation, or to pay for UN peacekeeping efforts in Cambodia and Yugoslavia, is like pulling teeth. Above all Mr Bush has, in former president Richard Nixon's words, "done 'pathetically' little to help Russia's first democratic, free-market-oriented, non-expansionist government". Stung by the criticism, he pleads that "there isn't a lot of money around", and in one sense this is clearly true, with the budget deficit expected to reach \$400bn next year – especially for a president who now says his biggest mistake was to abandon his "no new taxes" pledge in 1980.

I asked to choose between saving Russia and improving America's schools or urban infrastructure, there can be little doubt what the voters will say. But that need not be the choice. Mr Bush is still committed to maintaining 1.6m men under arms over the next five years, at a cost of about \$120bn. It would surely make sense to spend a few billion of those dollars now, on foreign policy objectives which, if achieved, would make the US more secure even with much smaller armed forces.

Case for new budget procedure

BY PROPOSING A Budget covering both expenditure and revenue, the chancellor is, as he claimed, replacing a system that is "not only illogical", but "also had a number of highly undesirable consequences". He proudly proved himself to be absolutely right. If this had been one of the proposed December budgets, with the "more informed and focused debate" mentioned in the accompanying White Paper, Mr Lamont might have been warned off his new lower rate band of 20p. This year, as it happens, the election stands in the way instead.

The peculiar British practice of presenting two half-budgets a year – one, covering spending in the autumn, the second, covering revenue, in the spring – is a relatively recent innovation. It was the result of a change that was itself desirable: the publication of plans for public spending well before Budget day.

What the chancellor proposes is to bring the two together once more, this time in December. This would provide all the advantages laid out in the White Paper: better decision-making; improved presentation; more informed debate; and better planning for taxpayers.

The main point is that tax proposals would come three months earlier. This would have three main effects:

• Changes could be made in the course of parliamentary debate without, as now, requiring changes in fiscal policy after the beginning of the financial year.

• Lobbies would have a longer period to mobilise against proposed changes, but this potential disadvantage should be offset by the benefits of more open government.

• Policy would be made in greater ignorance of the fiscal outcome for the current year.

Real advantage

The last of these, far from a disadvantage, could be a real advantage. By making macroeconomic fine-tuning still less credible, the focus would fall on the proposed fiscal structure, precisely where it should fall.

If one wanted an argument for a longer period of reflection, one need look no further

Inside knowledge

The home secretary's decision to make the prison service in England and Wales an executive agency creates a really exciting management opportunity.

An open competition is to be held to find a chief executive to shake up the service which Sir Raymond Lygo, former chief executive of British Aerospace, described in a recent report as dogged by "ineffective management".

Although Joe Pilling, the present director of the prison service, has only been in the driving seat since August, and will presumably be a strong candidate, a top businessman with appropriate experience of detention at Her Majesty's pleasure might be a much better bet.

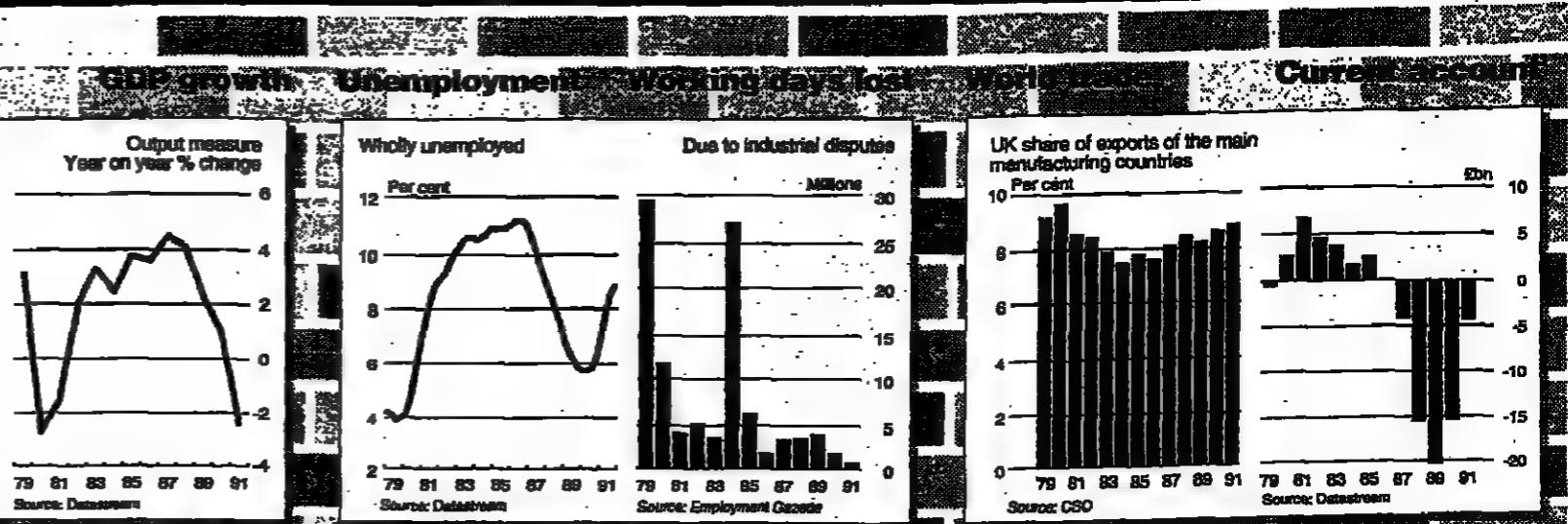
Attracting a good candidate should be easier now that the home secretary has rejected one of Lygo's screwier recommendations. Ex-Admiral Lygo wanted the wearing of uniform to be extended throughout the prison service in the interests of discipline.

But Kenneth Baker, despite being a former garrison instructor to the Libyan army, has been reading Lord Justice Wool's report on the 1980 prison disturbances and is keen to "de-militarise" the service.

Panoramic view

Glynne Benson, just named as the first woman editor of Panorama, the BBC's battered flagship of current affairs, got the job for a somewhat surprising reason, Observer hears.

Like many rising BBC current affairs stars, Benson did a spell at London Weekend Television, and is therefore indefinitely tagged a "boring Birtish" by those who resist the view of John Birt, BBC director general designate, and himself a founding father of



Peter Norman on the economic consequences of the past 13 years of Conservative rule

Legacy of the curate's egg

More serious, and perhaps symptomatic of a deeper problem, the productivity gains of the past few years were reflected in job cuts rather than in significant expansion of the UK's manufacturing base. UK manufacturing employment fell by 2.4m to 4.7m between 1979 and the end of 1991.

A similar picture of better performance on a narrow base emerges from the UK's international trading record. The UK has increased its share of exports among the main manufacturing nations from about 7.5 per cent in the mid-1980s to roughly 8.6 per cent last year. Yet the insufficient size of Britain's tradable goods sector is highlighted by the persistence of a £4.5bn current account deficit last year in conditions of depressed domestic demand and Treasury projections that the current account deficit will expand again to £6.5bn this year, as the economy recovers.

Despite strong investment growth for much of the past decade, the British economy is therefore unable to meet in full the demands put upon it. Skills shortages are a particular problem, according to Professor Charles Bean who teaches economics at the London School of Economics. The government's "biggest error" was to underestimate the importance of training and skills and to overestimate the ability of the economy to meet demand", he says.

Undoubtedly other policy mistakes have contributed to the difficult economic background on which the government is fighting the election. The decision in 1986 to allow sterling to fall in value with the oil price meant that Britain, unlike its competitors in the European community, did not lock into a low-inflation regime in the late 1980s. Then followed the Treasury's failure to realise the inflationary dangers of the late-1980s house price boom, the expansionary monetary and fiscal policies associated with Mr Lawson's experiment of shadowing the D-Mark and his tax-cutting 1988 Budget, and the growing estrangement between Mr Lawson and Mrs Thatcher over Europe that upset policymaking. Individually, these problems might have been manageable. Together they helped pave the way for the longest recession since the 1930s and acceptance of a new form of economic discipline in Europe's exchange rate mechanism.

But whoever wins the election, the last 13 years of Conservative government have resulted in profound changes in the economy and the way it is managed. All leading parties acknowledge the power of market forces. Although tax policy will be at the centre of the campaign, there is no question of Labour returning to the top tax rates of 83 per cent on unearned income levied in 1979.

According to Mr David Kern, National Westminster Bank's chief economist: "The biggest success of 10 years of Thatcherism is a modern Labour party. For Mr Major, that must be the most worrying economic legacy of three Tory governments."

The devil you know . . .

Philip Stephens on the main economic campaign themes

If the prime minister loses the general election it will be because the electorate blames his government for the recession. If he wins it will be because the voters trust his management of the economy, rather than Mr Neil Kinnock's.

The contradiction between those two statements is more apparent than real. As the campaign for April 9 unfolds, both the Conservative and Labour parties recognise that the economy will be the pivot on which the outcome will hinge.

Of course it will be more complicated than that. The Conservatives will make much during the campaign of Mr John Major's personal popularity and his achievements in 16 months in Downing Street. Labour will draw support for its reputation as the more trusted guardian of the welfare state.

But campaign strategists of all persuasions believe that the issue which will loom largest for the uncommitted voters upon whom the result depends is the economy.

This is first postwar election being fought in the middle of recession. Unemployment was still high and ris-

ing in 1983 and 1987 but consumer spending and output were moving in the opposite direction.

More important, voters who were ready to accept that the recession in 1980-81 was a price the country had to pay for the profligacy of the 1970s, may be less willing to excuse the government a decade on.

If any single factor has sustained Labour support in the opinion polls over the past year it has been the length and depth of the downturn. The latest GfK poll for the Daily Telegraph, for example, indicates that less than 30 per cent of the electorate is satisfied with the government's record.

Mr Kinnock will take maximum advantage of the discontent. Each and every step of his party's campaign will include a reminder of the business failures, the increase in unemployment and the jump in housing repossessions since Mr Major replaced Mrs Margaret Thatcher in November 1990.

Mr Major has had some success in deflecting the blame. Gallup shows that more than two-thirds of voters are ready to place much responsibility for the recession on Mrs Thatcher. A similar number have also been swayed by the emphasis on the impact of worldwide recession.

The Conservative campaign does not rest there. One strand will be the constant reminder that Labour would put up taxes; another will be the albeit muted, message that whatever mistakes the government has made, a Labour administration would compound them.

They will be drawn together to make the central claim that Labour's conversion to market economics is unconvincing: that its high tax, high spending, pre-trade union policies would stifle enterprise and push up inflation. Mr Major has the opinion poll on his side. Mori's latest survey for The Sunday Times shows, for example, that 39 per cent of the voters prefer Conservative management of the economy to the 28 per cent convinced by Labour's alternative.

If he is to win the election, Mr Kinnock must narrow that gap or ensure that on April 9 the voters' assessment with the Conservative record outweighs their mistrust of his prospectus.

OBSERVER

the analytical LWT South Bank school of TV journalism.

This was her second shot at Panoramas, and many thought BBC1 Controller Jonathan Powell, a member of the selection panel on both occasions, would veto her because of that pre-BBC background.

But Benson, 44 and currently editor of BBC's On the Record political programme, amazed the panel by saying that one gap in Panorama's recent repertoire was its failure to cover the date rape issue to the time of the Mike Tyson trial.

When at LWT, Benson's speciality was vivid scenes from the life of the underclass. Observer doubts, however, that she would have taken this week's cancellation of Peter Jay's film on the Tory economic mess-up to a better show of resistance.

Type cast

■ Heathrow protest too much, methinks. Last month Lord Hanover and White were bemoaning their corporate drum at a lavish presentation to institutional investors in London. This week, they hosted a similar image-building exercise in New York (at the Pierre Hotel, where else?).

It must have been important since Britain's eighth biggest company felt moved to issue a self-serving statement on the London Stock Exchange's Topic news service.

Hanson's post-semester survey found that 60 per cent of the 125 analysts attending rated its management as "superior". Not content with finding a couple of analysts from Salomon Brothers and Goldman Sachs prepared to say a few nice words about the company, Hanson also repeats the congratulatory words of the chairman of the

Patten said, "has been taken to pieces in one of our newspapers this morning. I think it's in the Daily Mail."

"One of our newspapers" asked an incredulous Carlton. Patten riposted that he'd meant "British papers", presumably to distinguish them from those of the Australian-born Carlton's homeland.

Reprint

■ Pier Luigi Abete made a brave show of being the right man for the job when he was chosen yesterday to head Italy's industrialists' confederation, Confindustria. Unfortunately, there was nothing to hide the fact that he was a second choice.

The 45-year-old Abete, who runs a successful Rome-based family printing and publishing business, only became the front-runner two weeks ago when Fiat boss Gianni Agnelli decided he could not afford to release Cesare Romiti, the Turin auto group's chief executive and the industrialists' preferred choice. Although Abete has long been involved in Confindustria and has been a vice-president since 1988, he lacks the stature of a Romiti.

He will need more than this sort of p-r-type to reverse Wall Street's contempt of Hanson's flotation of its Smith Corona typewriter subsidiary. Two and a half years after the float, Smith Corona's shares are still languishing nearly 60 per cent below the flotation price.

Rough

■ What was intended as an election brickbat turned into a bit of a boomerang for the Tories' Chris Patten.

In a radio interview with LBC's Mike Carlton, the Conservative party chairman accused Labour of distorting facts about the National Health Service in a press ad which,

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

...

Canadians are famous for preferring compromise to conflict, but now they are gearing up for a confrontation. There is no mistaking their anger that their country, the US's biggest trading partner and traditionally among its closest allies, has become one of the prime targets of the rising protectionist tide in Washington.

The tensions between the US and Canada may lack some of the spice of Washington's spats with Japan. No Canadian politician or businessman has, for example, excoriated American workers for laziness. Nonetheless, the lengthening list of trade disputes between the world's two biggest trading partners — with two-way trade of more than C\$200bn (US\$70bn) a year — has important ramifications.

The US's actions, most recently directed against cars and softwood lumber, Canada's two biggest southbound exports, have raised questions in Ottawa about Washington's commitment to the spirit, if not the letter, of the 1989 US-Canada free trade agreement.

The domestic economy was not ready for the shock therapy of free trade

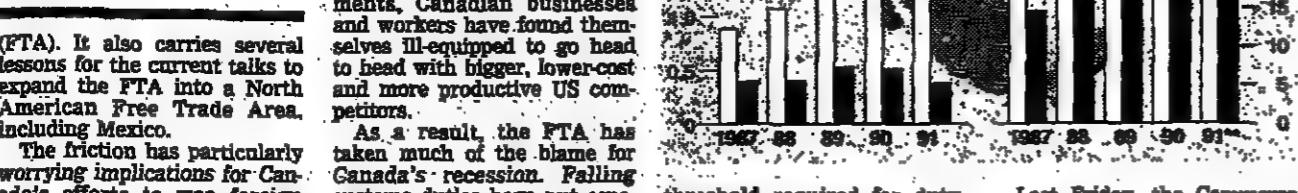
(FTA). It also carries several lessons for the current talks to expand the FTA into a North American Free Trade Area, including Mexico.

The friction has particularly worrying implications for Canada's efforts to woo foreign investors with the promise of an open border to the huge market to the south. From Ottawa's point of view, new duties and non-tariff barriers put up by the US send a signal that, despite the free trade agreement, investors might be better off locating factories in America, rather than in Canada.

While the federal government remains strongly committed to the 1989 pact, Prime Minister Brian Mulroney said in an interview with the Financial Times last week that "somebody is talking a tremendous instrument, vitilating its effectiveness, and diminishing its attractiveness for others. I find it penny wise and pound foolish what the Americans are up to."

The Bush administration's recent actions against Canadian exports could further damage the popularity of the Mulroney government. Mr Mulroney, who receives less than 20 per cent of support in opinion polls and who faces a general election within the next 18 months, has made trade liberalisation with the US one of the cornerstones of his eight years in office.

When Canada negotiated the FTA with the US, Mr Mulroney sold the deal to a sceptical electorate as a sort of insurance policy which would give Canadian companies more secure access to their biggest export market. Besides eliminating all customs tariffs by 1996, the FTA provides for a continent-wide market for Canada's oil and gas exports, and a fair and speedy mechanism to resolve trade disputes.



threshold required for duty-free access to the US under the FTA

The definition of local content is a fuzzy and complex one and is subject to varying interpretations. Honda and the Canadians are angry that the customs service decided, for instance, that engine blocks assembled in Ohio and shipped north to be installed in Honda cars do not qualify for local content status.

After years of being cossed by inter-provincial trade barriers and free-spending governments, Canadian businesses and workers have found themselves ill-equipped to go head to head with bigger, lower-cost and more productive US plants.

The recent rulings against cars and lumber have reinforced the impression among many Canadians that, far from being favoured trading partners, they are victims of the free trade agreement. Mr Gordon Ritchie, who was Canada's deputy chief negotiator in the FTA talks, observes that "by any objective measure, you can demonstrate that the Americans have bashed their Canadian cousins harder than their former Japanese allies."

Earlier this month, the US customs service ruled that Honda cars assembled in Ontario fail to meet the 50 per cent North American-content

threshold required for duty-free access to the US under the FTA.

The definition of local content is a fuzzy and complex one and is subject to varying interpretations. Honda and the Canadians are angry that the customs service decided, for instance, that engine blocks assembled in Ohio and shipped north to be installed in Honda cars do not qualify for local content status.

Despite these concerns the Canadians have no intention of backing away from the FTA. The pact has brought one principal advantage: an innovative mechanism to settle disputes.

Since the FTA came into

force, about two dozen complaints, covering products as varied as raspberries and steel rails, have been referred to arbitration panels comprising relatively independent trade experts from both sides of the border.

Most cases have involved Canadian complaints against US agencies and Canada has won some significant victories.

A long dispute over pork ended last year with a panel overturning a decision by the US International Trade Commission that the American pork industry was threatened by imports from Canada. The panel found that the commission had committed errors of law and that its finding of "imminent material injury" was not supported by the evidence.

Both the Honda and the softwood lumber disputes are likely to end up in the laps of dispute settlement panels.

The recent bout of trade friction also holds lessons for the negotiations now underway with Mexico to create an expanded North American free trade area (Nafta). The Honda row, for instance, has persuaded both the Canadians and Mexicans of the need for clearer rules of origin than exist in the FTA.

Dr Sylvia Ostry, Canada's former ambassador for multilateral trade negotiations, says the Nafta will require a detailed dispute settlement process to cover not only trade disagreements, but also other issues that have become crucial concerns in the negotiations.

Two obvious examples are Mexico's environmental standards and labour laws, which could easily become targets the next time the protectionism bandwagon starts rolling in the US. Trade unions and environmental groups in the US and Canada fear that free trade will encourage many industries to move to Mexico, where wages are lower and pollution standards less strict.

With the US election campaign gathering steam, it is unlikely that either President Bush or the US Congress will push hard for a free trade pact in the months ahead. Mr Mulroney is confident that any protectionist tide will ebb once the US election campaign is out of the way.

"As the political season winds down, I think you are going to see a lot of this stuff wind down with it," he says. Despite the friction with the US, the prime minister says he is still committed to free trade.

"It wouldn't bother me in the least to sign a free trade agreement with Mexico two weeks before an election," he adds.

LETTERS

* Bank of Italy asserts independence

From Mr Carlo A Ciampi

Sir, In the league table of central bank independence accompanying David Marsh's article ('The road to Emu develops some potholes', Economics Notebook, March 9), the Bank of Italy is ranked last among those of nine leading industrial countries.

A meaningful appraisal of central bank independence requires a thorough evaluation of the institutional setting and of the bank's *modus operandi* as developed over time, and consolidated in practice.

It would be interesting to know the criteria on which the Financial Times ranking was compiled.

UK potato board contests reckoning of chips

From Mr John A Markham

Sir, Readers of David Blackwell's article ('Cutting down for DE potato boom', February 27) on the industry should be made aware that, since 1989, imports of processed potato products have levelled off in spite of three consecutive dry, low yielding seasons.

Fully 70 per cent of British imports of processed products come from the Netherlands. We imported 150,500 tonnes of Dutch products in 1991. France

imported 100,800 tonnes and Germany 224,100 tonnes from the Netherlands that year. As neither Germany nor France have area controls, this suggests British import levels are not determined by the Potato Marketing Scheme, but relate to competitive advantages and policies of the Dutch.

The prices of potatoes in the UK do not seem to have the adverse effect on profitability that you suggest. The Grocer (November 11) compares

Redressing the refugee and revenue balance

From Dr B E Harrell-Bond

Sir, Edward Mortimer's review ('Refugees and wasted revenues', March 11) strongly misrepresented the thrust of the paper presented to the UK-Japan 2000 Group.

Its message was to donor governments: by earmarking funds for relief, western governments since the Second World War have been addressing the refugee issue in terms of their political interests rather than those of either refugees or their hosts. This is demonstrated by the amounts western governments spend to keep a minority of asylum seekers out of their countries, while reducing in real terms their support for the maintenance of the majority of refugees hosted by the poorest countries of the world.

Now that the Cold War is over, it was argued, international politics need no longer be the decisive factor in determining 'solutions' for refugees. It should be possible for donors to reformulate policies so as to use development funds both as a method of avoiding forced migration and of ensuring that refugees are permitted to make a positive contribution to the economies of their hosts. This philosophy has been part of the thinking of humanitarian agencies since 1984, but donors persist in dividing overseas aid, on the one hand for 'development' and on the other for 'relief'. Host governments and humanitarian agencies, both UN agencies such as the office of the High Commissioner for Refugees and non-governmental agencies, are thus the victims of western donors who earmark money for particular relief programmes.

It is therefore to be hoped that the appropriate criminal authorities in both jurisdictions, and in particular the Serious Fraud Office in England, would in applying Section 47(2) show the discretion to which the Court of Appeal in Jersey referred in the case discussed by Mr Blom-Cooper.

David Seller,

Dorman Jeffrey & Co,

Madeleine Smith House,

67 Blythswood Square,

Glasgow G2 4AD

Dr B E Harrell-Bond,

Refugee Studies Programme,

University of Oxford,

International Development

Unit,

Queen Elizabeth House,

21 St Giles

Oxford, OX1 3LA.

Fax service

LETTERS may be faxed on 017-673 0000.

They should be clearly typed and not exceed 200 words. Please set fax machine for one resolution.

Don't misunderstand us. We're no happier about the economic environment than the next company. But at Honeywell, this decade is opening up unique opportunities that position us for continued growth all the way to the year 2000.

In turn, less energy and materials waste means customers can more easily (read less expensively) meet increasingly stringent environmental laws.

use of them, creating less waste. More profit.

In turn, less energy and materials waste means customers can more easily (read less expensively) meet increasingly stringent environmental laws.

There are other benefits as

90 countries on six continents. It's this broad-ranging geographic and market presence that

inherently adds to our ability to weather economic cycles. And positions us to take advantage of all developing markets, like those of Eastern Europe.



well. Like how our controls keep people safer and make them more efficient and comfortable.

Where has all this taken us so far?

To the enviable market position as the global controls leader.

Honeywell controls are in

60 million American homes and

40 million in Europe. Our avionics

equipment is on virtually every

aircraft in the western world. And

we have the largest installed base

of distributed industrial process

control in the world.

One thing more. We supply and

service control systems for homes,

buildings, industry and aviation in

That's one reason our stock price has gained value steadily every year since 1989. (Not coincidentally, that's when we refocused our efforts on the controls business.) See for yourself on the graph.

Better yet, write us for

complete information today.

Honeywell

Investor Relations,

Honeywell Europe

Ave. du Bourget,

3, 1140 Brussels,

Belgium.

Or give us a call,

(322) 728-22-76.

Closing Common Stock Price

550

500

450

400

350

300

250

200

150

100

50

0

1989 1990 1991

Honeywell

Helping You Control Your World

PERSONAL VIEW

Time to unmask a pensions charade

By Philip Chappell

One good could yet emerge from the Maxwell pension saga: we could re-examine the whole basis of British pension funds and the choice between final salary and personal pension schemes.

The subject is an issue of public concern: the ill-defined ownership of pension funds is just as much a wider problem.

At least the plundering would have been more difficult if the assets had been directly owned by individual members.

Britain is unique in its dedication to final salary occupational pension plans.

The same outcome would be reached with 10 per cent return (achieved over the last 40 years from a broad portfolio) or just 8 per cent on a 6 per cent return.

These numbers are well below the contribution rates of most final salary schemes, so what is happening to the balance sheet?

Final salary schemes are certainly advantageous to long-serving employees with 40 years' service, and especially to those who are able to ratchet upwards their salary shortly before retirement.

It is even better for those who require as little as 20 years' back-service to earn full two-thirds pension entitlement.

Such pensions are inevitably expensive to the scheme and have to be paid for by other members: the apparently innocuous £50,000 bonus for the chairman just before retirement may cost pension fund members nearly £500,000.

The huge majority of the workforce does not serve 40 years with the same employer and is therefore disadvantaged by final salary schemes.

Despite the efforts to drag fair treatment for transfer values out of a reluctant pensions industry, there is still an inherent bias against job changers.

The arithmetic demonstrates that the concept of employers' contributions to meet the needs of the average earner is a charade: what is being used is a variety of devices to fund early retirements and other cross-subsidies.

The final salary funding basis is demonstrated to be mathematically unsound and inherently inequitable.

Of course it is not that simple — and existing funds provide additional benefits such as life cover; but these are benefits that can be cheaply purchased separately.

The 1986 Social Security Act gave all employees the right to

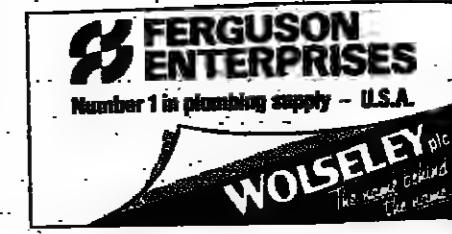
opt out of an employer's occupational scheme; but it was fundamentally flawed in pandering to the final salary brigade.

It did not require an employee to



FINANCIAL TIMES

Friday March 13 1992



Federal leaders determined to halt transfer of power to Brussels German states seek veto on EC deals

By Quentin Peel in Bonn

THE prime ministers of Germany's 16 federal states yesterday demanded a veto on all future transfer of national powers to multinational institutions at their price for the ratification of the Maastricht treaty.

The moves by the 16 states amount to the most serious potential stumbling block to ratification of the EC treaties yet to emerge in a member state.

The prime ministers themselves, whether supporters or opponents of Chancellor Helmut Kohl's government, made clear after meeting yesterday that they were determined to prevent any further erosion of their federal powers, either to Bonn or to Brussels.

In a unanimous decision

taken before top-level talks with Mr Kohl, the 16 Christian Democrat and Social Democrat premiers insisted that the German constitution should be changed to give them effective powers of veto before they would approve the treaties on European political and economic union.

They also demanded the right to receive and consider a report on the fulfilment of all the economic and political preconditions for European economic and monetary union (Ecmu) before moving to the creation of a single European currency. The political preconditions would include further strengthening of European political union, and the powers of the European parliament.

The states are proposing an amendment to the German constitution "as compensation for competences" to the EC, in particular through the Maastricht treaty, and the related loss of their own powers.

In the article concerning the transfer of any German sovereign powers to multinational institutions, the amendment would make such a transfer subject to the "consent of the Bundesrat", the upper house of the German parliament representing the 16 states.

The amendment would go on to give the states the right to collaborate in the formulation of German policy with regard to such institutions and in so far as they own rights are concerned, to exercise "a

substantial influence" on the policy. The premiers' challenge was causing consternation among other EC member states last night.

This is what happens when the implications of federal laws are pushed to the extreme, according to one EC diplomat.

Mr Hans Eichel, the Social Democrat premier of the state of Hesse, said the premiers had decided not to demand renegotiation of the Maastricht treaty, which they recognised as virtually impossible in EC political terms, but to concentrate instead on changing the German constitution to protect their interests.

However, they are also insisting that the government report back to them by 1996 on how to ensure that they came in under the right conditions.

two key questions: whether the economic preconditions for Ecmu have been fulfilled by all member states intending to participate, in order to ensure that there is no dilution of the criteria for controlling inflation and budget deficits. Perhaps more worrying was sterling's weakness. The dollar was partly to blame after more evidence of US recovery, but sellers of the UK currency were pushing against an open door. In trading after official hours, sterling dropped below DM2.86 and went through its ERM floor against the peseta.

The latter level will doubtless be quickly regained this morning. But after yesterday's poor inflation figures in Spain, the authorities there are unlikely to help by cutting interest rates. The question is where that leaves the UK government if the downward pressure gathers force.

It would be political suicide to raise interest rates, so the government has to hope that its commitment to the ERM will be enough to deter speculative excess. The risks of selling short grow larger and the scope for profit smaller as the currency moves closer to its absolute floor. But with sterling still 8 pence above its lower limit against the D-Mark, there is some leeway. Depending on reaction to the first batch of opinion polls, the speculators might have a go anyway.

Election fears push UK markets down again

By Peter Marsh,
Economics Staff

STERLING and shares came under renewed pressure yesterday, as uncertainties over the Conservative Party's prospects in the British general election continued to cast a shadow over financial markets.

The pound weakened by 1 pence against the D-Mark, closing in London at DM2.86, while the FT-SE 100 index of leading UK shares fell 28.6 to 2,493.8, after shedding more than 50 points on Wednesday.

Investors are worried that the subdued outlook for the economy, and the fact that this makes an interest rate cut over the next month unlikely, form a poor backdrop for the government as it fights the election campaign.

The financial markets' second successive day of jitters followed a Budget on Tuesday by Mr Norman Lamont, the chancellor of the exchequer, that many judged as unlikely to help the Tories' chances.

However, government ministers anxious to prove to voters that the economy is on the mend will be cheered by a report out today from the House Builders' Federation. This suggests that sales may be slowly picking up in the housing market, a crucial sector for economic recovery.

Government supporters are also likely to take comfort from the latest distributive trades survey from the Confederation of British Industry, which pointed to a modest improvement in retail sales last month.

The fall in the FT-SE 100 index to its lowest close for two months came after investors virtually gave up hope of a cut in base rates, now at 10.5 per cent, before the election on April 9. Reflecting this, the three-month interbank rate, which shadows base rates, firms by $\frac{1}{2}$ percentage point to close at about 10% per cent.

On currency markets, investors switched funds out of sterling into other currencies. Sterling lost ground yesterday against the dollar, closing in London more than 1% cents down at \$1.7085. Its trade weighted index shed 0.6 percentage points to 89.7. The pound may be put under more strain if opinion polls over the next few days point to a Conservative defeat.

Editorial Comment, Page 12

Lex, Page 14

Currencies, Page 34

London stock market, Page 27

Retail sales recovery

Continued from Page 1

Separate figures yesterday showed a fresh rise in weekly claims for unemployment insurance to about 450,000, a level that normally points to recessionary conditions.

Some of the bounce in retail sales reflects the partial recovery of the housing market, following cuts in interest rates.

Sales of building materials rose 5.7 per cent in February, the third sharp monthly increase.

Furniture sales were also up substantially.

THE LEX COLUMN

Sterling in poll position

FT-SE Index: 2,493.8 (-29.1)

RTZ

Share price relative to the

FT-A All-Share Index

105

100

95

90

85

80

1990 1991 92

Source: Datastream

the assumptions, but that looks good value compared with those composites still trading at a premium.

United Biscuits

Another food manufacturer, another dividend safely in the bag. Yesterday's 8 per cent increase in pre-tax profits from United Biscuits was certainly better than the market expected from a tough year, the more so because UB made a novel tax provision against US healthcare liabilities.

By clever marketing, UB made ground in its main businesses, notably at Terry's where profits defied a collapse in demand for boxed chocolates. Rationalisation of Ross Young's is almost over, so profits there should bounces once the frozen food market improves. The group looks set for another solid, an outlook fully reflected by a multiple in line with the market average.

A footnote to the debate over

brand valuations: US sold Ross Young's catering wholesale business, in the process writing nearly £13m off its balance sheet. Intangible assets. It bought and valued the brand a mere four years ago.

NatWest

The decision by the trade and industry secretary to reopen the Blue Arrow inquiry is an astonishing condemnation of the UK system of regulation. One departmental inquiry and subsequent trial have already cost the taxpayer nearly £40m. Now, suddenly, more money is to be spent examining allegations made in court last summer and subsequently widely reported in the press.

It is a mystery that the government should have delayed so long initiating an investigation into facts which should have been fully established in the original inquiry. But it is equally perplexing that National Westminster waited until the allegations were revived by The Economist before seeking an inquiry. The position of Mr Tom Frost, National Westminster chief executive, is unenviable. He utterly rejects the suggestion which emerged in last year's court proceedings that he was involved in the cover-up. Now he faces a long wait to have his name cleared. Perhaps, however, in view of the continuing embarrassment to the bank, it would still be better for him to stand down until that process is complete.

Japanese weather UK recession

Inward investors struggle to avoid redundancies, writes Daniel Green

BRITAIN'S recession, the longest since the Second World War, has begun to take its toll on the Japanese-owned manufacturers that opened factories in some of the country's most depressed regions during the 1980s.

Although they have avoided the large-scale redundancies announced in recent weeks by UK manufacturers such as Rolls-Royce and British Aerospace, the Japanese companies have experienced their worst trading conditions since they began investing in Britain.

More than half the Japanese-owned manufacturers in the UK have reduced staffing or the number of hours worked in the past year, according to an FT survey of 40 of the biggest companies.

However, they have made far fewer outright redundancies than British manufacturers and some, notably motor vehicle manufacturers and their suppliers, are still recruiting.

Companies in the engineering, construction equipment and business machines sectors have been hardest hit by the recession. Even here, however, compulsory redundancies are a last resort. Most of those cutting staff numbers or hours worked have followed Japanese industrial relations practice and sought other ways to trim output.

Some have laid off temporary workers. NSIC's business equipment-making operation in Telford, central England, has about 130 temporary workers. "It will be at least six months before we recruit in any quantity," the company says.

Others have eliminated overtime or frozen recruitment. One photocopier-manufacturer has lost almost 10 per cent of its 700 staff through natural wastage in the past year.

More unusual solutions have included closing on alternate Fridays, as at the Hitachi electronics plant at A伯dare in south Wales, or extending Christmas holidays, as at bearings-maker NSK in Peterlee, north-east England.

Several companies negotiated detailed agreements with trade unions to skew hours



Waiting it out: Japanese manufacturers have avoided large-scale redundancies

worked towards the second half of the year. Matsushita Electric, which makes micro-wave ovens and television sets in south Wales, has reduced the weekly hours worked by 15 per cent for the first four months of the year and increased them by the same amount to meet seasonal demand in the last four. The company said: "We are affected by the recession. Our sales forecasts haven't been met."

In a few cases, where business is especially tough, there have been compulsory job losses. Komatsu, which makes earthmoving equipment at Birley, north-east England, cut its permanent staff by 80 last year, in an effort to reduce the number of redundancies; it seconded some staff to the local college of technology.

Compulsory redundancies are a delicate matter for Japanese companies. Brother, a maker of office equipment and microwave ovens in Wrexham, north Wales, made staff redundant

last year but refused to discuss the matter. Others spoke only on condition that neither they nor their products were identified. Most of the companies were small and typically fewer than 10 people lost their jobs.

The news is not all gloomy. Carmaker Nissan is recruiting 1,500 staff in Washington, north-east England. It said:

"We're working a lot of overtime to satisfy orders mainly for export."

Honda UK is recruiting to make engines for the new Honda Concerto in Swindon, south England.

Booming car production has helped parts suppliers. Ikeda Hoover Trin of Sunderland in north-east England makes vehicle seats for Nissan. It added more than 100 staff last year, taking the total employed to 1,400 people.

According to Mr Bob Hardwood of SP Tyres of Birmingham in the Midlands, and Washington, north-east England, there is no secret formula used by the minority who seem to be prospering in recession.

His company, which is owned by Sumitomo Industries, has maintained staffing levels through the recession.

He said: "We concentrate on quality, employee involvement and reducing the numbers of layers of management. There's nothing magical about it."

**Baseball fans hope unpopular Steinbrenner will be out after takeover
Paramount may pitch for Yankees**

By Alan Friedman in New York

FANS of the New York Yankees left off a rousing cheer yesterday as it emerged that Paramount Communications, the cash-rich entertainment and publishing conglomerate, is preparing to make a pitch to acquire the once legendary baseball team.

The cheering, however, was not much in appreciation of Paramount's unexpected bid, which might total as much as \$250m. It was more in anticipation that Mr George Steinbrenner, the Yankees' much-hated majority shareholder, may finally be ready to sever his 19-year-old ties with the team.

The 62-year-old Mr Steinbrenner was banned in 1990 by America's baseball commission from any day-to-day responsibility for the Yankees after allegations related to a payment he made to a gambler.

Mr Steinbrenner is roundly despised by scores of Yankee fans, who accuse him of allowing

the team to stagnate amid controversy and mismanagement.

Paramount, which is sitting on a cash balance of nearly \$1bn, already has a significant investment in the Yankees. The entertainment group's cable television sports network three years ago paid \$500m for an exclusive contract to broadcast Yankee games until the year 2000.

Paramount also owns Madison Square Garden, the site of many sports events, as well as two of New York's champion clubs, the Knickerbocker basketball team and the Rangers ice hockey team.

The Yankees, alas, are far from being champions. The Bronx-based team remains both profitable and America's most prestigious baseball franchise – it is, after all, the team that was made great by legends such as Babe Ruth and Mickey Mantle. But fans blame the imperious Mr

Steinbrenner for wreaking con-

fusing havoc at the club and

nothing would be delighted to

see him sell his 55 per cent shareholding. He is one of 20 investors in the team.

Mr Steinbrenner has made 20 managerial changes at the Yankees in 19 years since he bought the team from CBS, the television network.

Billy Martin, the Yankees'

best-known manager, was fired and reinstated as manager after finding his conduct to be "not in the best interests of baseball".

The conduct in question was a \$400,000 payment made to Mr Howard Spira, a self-confessed gambler.

Mr Spira was alleged to have provided Mr Steinbrenner with damaging information about Dave Winfield, a leading Yan-

kee player with whom Mr Steinbrenner had feuded.

The full story remains murky, but Mr Steinbrenner is said to be determined to get his own back with the baseball commissioner, even if this means launching a personal lawsuit after selling out his majority control of the Yan-

kees to a consortium of investors.

Steiner lost ground yesterday against the dollar, closing in London more than 1% cents down at \$1.7085. Its trade weighted index shed 0.6 percentage points to 89.7. The pound may be put under more strain if opinion polls over the next few days point to a Conservative defeat.

Editorial Comment, Page 12

Lex, Page 14

Currencies, Page 34

London stock market, Page 27



IS THIS HOW YOU FEEL IN YOUR CURRENT BUSINESS LOCATION?

If like most business people, you measure success in terms of expansion as well as profit, you could well profit by locating in Central Region. Why? Because we specialize in helping businesses grow. Whether you're a young company or already established, we can give you a wealth of advice on relocating, plant investment, training and market development; everything you have to do is ask. Ring David Modai now at the Development and Planning Department on 0786 442000 for some of the most fitting business advice you'll ever get.

Central Region – THE HEART OF SCOTTISH BUSINESS. Central Regional Council, Development and Planning Department, Scotland.

WORLDWIDE WEATHER

<

© THE FINANCIAL TIMES LIMITED 1992

Friday March 13 1992

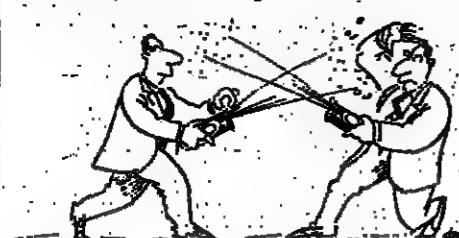
Jeffrey's

INSIDE

ABN Amro rises 5.9% to Fl 1.54bn

ABN Amro, the Netherlands' biggest bank, reported a 15.9 per cent rise in net profit in 1991, reflecting improvements in its domestic operations and interest margins at home and abroad. Page 16

Foster's shake-up benefits Asahi



A battle for control of Foster's Brewing Group burst into the open this week with the resignation of Mr Peter Bartels, managing director. At first, his departure looked like a victory for Mr John Elliott, former chairman and chief executive who has been trying to regain control. However, the real winner would seem to be Japan's Asahi Breweries, which owns 19.9 per cent of Foster's. Page 16

Bombay bulk in a battle of wits
This week has seen a battle of wits in the Bombay equity market, between bullish traders on one side, and state-owned mutual funds and institutional investors on the other. Back Page

Unrest soura Caribbean sugar



Caribbean sugar exporters are being hit by a wave of industrial unrest. To add to their already significant problems, on the one hand, the region faces falling production and on the other it is struggling to retain traditional markets and find new ones. Page 23

Greek cement sell-off

The Greek government has approved the sale of Heracles General Cement, the largest company in Greece's privatisation programme, to an Italian-Greek joint venture led by Calcestruzzi Italia, the Ferruzzi construction subsidiary. Page 16

TI falls 18% to €105.2m

TI, the specialist tdk engineer, yesterday reported an 18 per cent fall in 1991 pre-tax profits to €105.2m (£180m). But, after allowing for a one-off hedging gain in 1990 of £7.3m, profits last year fell only 13 per cent. Page 22

Market Statistics

	1991	1990
Bank lending rates		
Benchmark Govt bonds	10	10
FTB indices	10	10
FT-A world indices	10	10
FT-A world indices Back Page	10	10
Money market rates	10	10
New int'l bond issues	10	10
Reserve turnover	10	10
Foreign exchange	10	10
London money rates	10	10
London stock market indices	10	10
London recent issues	10	10
London share prices	10	10

Companies in this issue

	1991	1990
ABN Amro	18	18
ABP	21	21
AMR	17	17
ATP Communications	24	24
Abbeycrest	24	24
Abbott Mead Vickers	21	21
Airbus	21	21
American Express	17	17
BP	18	18
Baynes (Charles)	22	22
Bordin Holdings	22	22
Blagden	22	22
Boeing	3	3
CIA Group	24	24
Calia	24	24
Church & Co	24	24
Clarke (T)	18	18
Coles Myer	22	22
Dunton	22	22
Davies Hudson	17	17
Domicile & General	22	22
EPT Group	23	23
Eagle Star	22	22
East Japan Railway Co	24	24
Edmond Holdings	27	27
Emes	22	22
Enterprise Oil	22	22
Exxon Bardon	22	22
Ex-Lands	22	22
Forth Ports	22	22
Foster's Brewing	18	18
General Electric	20	20
Govett Atlantic	21	21
Grampian Hide	22	22
Grotsch	18	18
United Biscuits	14	14
United Meat Packers	24	24

Chief price changes yesterday

	PARIS (DM)		
Rio Tinto	142	+ 5	142
Gold	220	+ 27	220
Goldschmidt	552	+ 11	552
Falls	424	- 8	424
Fay Vokes	237	- 1	237
Fay Kopal	192	- 1	192
RTZ	121	- 1	121
Edmund Holdings	24	- 1	24
Emes	22	- 1	22
Enterprise Oil	22	- 1	22
Exxon Bardon	22	- 1	22
Ex-Lands	22	- 1	22
Forth Ports	22	- 1	22
Foster's Brewing	18	- 1	18
General Electric	20	- 1	20
Govett Atlantic	21	- 1	21
Grampian Hide	22	- 1	22
Grotsch	18	- 1	18
United Biscuits	14	- 1	14
United Meat Packers	24	- 1	24

New York prices at £2.30.

	LONDON (Pence)		
Rio Tinto	142	+ 5	142
Gold	220	+ 27	220
Goldschmidt	552	+ 11	552
Falls	424	- 8	424
Fay Vokes	237	- 1	237
Fay Kopal	192	- 1	192
RTZ	121	- 1	121
Edmund Holdings	24	- 1	24
Emes	22	- 1	22
Enterprise Oil	22	- 1	22
Exxon Bardon	22	- 1	22
Ex-Lands	22	- 1	22
Forth Ports	22	- 1	22
Foster's Brewing	18	- 1	18
General Electric	20	- 1	20
Govett Atlantic	21	- 1	21
Grampian Hide	22	- 1	22
Grotsch	18	- 1	18
United Biscuits	14	- 1	14
United Meat Packers	24	- 1	24

New York prices at £2.30.

RTI edges back into the black

By William Dawkins in Paris

RENAULT Véhicules Industriels (RVI), the French truck and bus maker, crawled back into profit last year, burdened by continuing losses at its US subsidiary.

The group, which with its Swedish partner, Volvo Truck, forms the world's largest heavy truck maker, yesterday reported a FFr22.3bn (84.12m) net profit for 1991, against a FFr102m loss in 1990.

Mack Trucks, the troubled US arm, contributed a FFr621m loss last year, a sharp decline from the FFr1bn loss in 1990, reflecting

gains from rigorous cost-cutting and a decision to stop resorting to unprofitable contracts to defend market share.

Group turnover slipped 7.7 per cent from FFr29.65bn to FFr27.38bn, a sign of the continuing downturn in the US and European transport industries.

"The economic recession was widespread, sparing only Germany... and countries in south-east Asia," said Mr Shemaya Levy, general manager.

Mr Jean-Pierre Capron, RVI's chairman, said the outcome "was

nothing to be ashamed about" against competitors' likely results and predicted that 1992 "will be an extremely difficult year".

Group turnover slipped 7.7 per cent from FFr29.65bn to FFr27.38bn, a sign of the continuing downturn in the US and European transport industries.

"The economic recession was widespread, sparing only Germany... and countries in south-east Asia," said Mr Shemaya Levy, general manager.

Mr Jean-Pierre Capron, RVI's chairman, said the outcome "was

nothing to be ashamed about" against competitors' likely results and predicted that 1992 "will be an extremely difficult year".

European sales fell 3.7 per cent to FFr21.2bn, with profits from the region down 3.3 per cent to FFr644m. RVI's market share held level at 11.8 per cent in a market where overall demand fell more than 10 per cent.

The US market, meanwhile, fell between 21 per cent and 24.5 per cent – depending on the size of truck – to its lowest for eight

years. Mack's sales fell 23 per cent to \$1.2bn and the US truck-maker lost market share as it held its prices. It "virtually left the big fleet market", said Mr Capron.

RVI took full control of its former minority-owned US arm 18 months ago, in an attempt to resolve its problems, a mixture of over-manning, poor quality and marketing.

Mr Capron said the Mack restructuring plan was paying off, with a 15 per cent fall in overheads over the past 18

months and a reduction in the workforce to 5,424, from 9,400 three years ago. He said RVI needed to keep its north American presence. Overall, RVI has reduced its workforce by 7 per cent to 28,100 over the past year.

The partnership with Volvo Truck was proceeding well, and savings were already coming from pooled purchasing of components, said Mr Capron. More significant gains from the alliance, in which Volvo owns 45 per cent of RVI, should be evident from 1994-95, he said.

Turnover of the German electrical and electronics group rose 9 per cent to DM23bn (81.4bn) in the first four months. However, he told the annual meeting: "We should not pitch our expectations too high. The economic climate has become much rougher in the last few weeks and months."

Mr Kasko said new order inflow dropped 1 per cent to DM23bn in the first four months ended January. Foreign orders were 3 per cent lower than the previous year, with a 6 per cent decline in export contracts from Germany. Domestic orders, however, rose 2 per cent. For the full year, he expected total orders to be at least DM45bn, a rise of only around 4 per cent against last year's 21 per cent.

He said hopes had not been fulfilled that the recession-hit economies of North America and western Europe would recover before those of Japan and Germany started slipping. There were also doubts over political development in eastern Europe. "This must have a particular impact on Germany," he said.

Siemens had already noticed a slowdown in demand in Germany, he said. This was evident in heavy plant business now that the order thrust from east Germany appeared past its peak.

Mr Kasko, who will be succeeded in October by Mr Heinrich von Pierer, said net profits up 7 per cent last year to DM1.5bn – had risen this year at the same pace as turnover.

One burden on group profits is Siemens Nixdorf Informationsysteme, formed by merging loss-making Nixdorf with its own computer operation. Mr Kasko said SNI hoped to save DM160m a year by shedding staff and cutting production costs.

At the Cebit electronics fair, Mr Hans-Dieter Wiedig, SNI chief executive, said the company hoped to halve its losses this year. But the extent of the improvement would depend on how far turnover rose.

Mr Bryant believes competition will begin to develop for household users by the end of the year. But he stresses the government needs to set some standards for entry into the market to ensure that rival suppliers are not likely to run out of supply and cut off domestic users.

Kinetics is looking beyond

£8/\$15 ROUND TURN UP TO £25/\$50*

ARE YOU DEALING WITH THE RIGHT FUTURES BROKER?

If you are looking for an execution-only service from a broker offering exceptional service and low-costs, talk to David Coakley Ltd.

For our clients, the combination of immediate execution, a wide range of markets, long dealing hours (7.30am - 9.30pm), and low commission rates plus our unique client trading room with on-line screens and research facilities make David Coakley the Private Client Broker.

INTERNATIONAL COMPANIES AND FINANCE

United Biscuits advances despite weak UK trading

By Guy de Jonguières, Consumer Industries Editor

UNITED Biscuits last year increased pre-tax profits by 8 per cent to £211.8m (£363.4m) as solid performances by its US and continental European operations offset weak trading in the UK.

Mr Robert Clarke, chairman, said the results were "highly creditable" in difficult economic conditions. Although there was no sign of an upturn in United Biscuit's main markets, he forecast satisfactory profits and earnings this year.

The results, which exceeded market expectations, compared with £191.1m in the previous year. Sales advanced to £2.36bn from £2.22bn.

The fastest growth was in the continental operations of the McVitie's division, where recent acquisitions contributed to an increase in operating profit to £14.6m from £5.2m, on sales of £217.9m, up from £103.9m.

Grolsch to lift payout by 10%

By Ronald van de Krof

GROLSCHE, the Dutch beer group which recently acquired Ruddles, the UK brewer, is to increase its 1991 dividend by slightly more than 10 per cent, after raising full-year profits by a similar rate.

The company, which has more than doubled in size since 1990 with the takeovers of Ruddles and Wicküler of Germany, said it was "well satisfied" with its performance in 1991, in light of challenges presented by economic recession and the Gulf war.

Net profit for the full year rose 10.6 per cent to £41.9m (£62.6m), on sales up 67.5 per

K P Snacks' continental business also did well, increasing profit to £6.6m from £5.4m, on sales of £140.4m against £89.1m.

In the US - where product launches helped the Keebler division increase its share of the cracker, cookie and salty snacks markets - trading profit rose to £6.6m from £5.7m. Sales were £98.8m compared with £90.8m.

Keebler's results were affected by a change in accounting policy to reflect the cost of US post-restructure improvements benefits. The additional costs reduced United Biscuit's pre-tax profits by £1.1m. The previous year's figures have been re-stated to reflect the change.

In the UK, McVitie's lost volume market share but increased profit to £9.2m from £8.6m on sales of £58.8m, up from £54.8m. K P's profit rose

to £36.9m from £36.1m on sales of £383.9m (against £343.2m).

Terry's, hit by a decline in demand for boxed chocolates, saw profits edge up to £14.3m from £14m, on sales of £143.4m against £138.9m.

Profits for the Ross Young's frozen foods operation fell to £27.5m from £30.1m, on sales of £54.2m, up from £54.4m.

Acquisitions overseas and the UK recession meant that only 33 per cent of the group's sales and 64 per cent of its profit were generated in Britain last year, the lowest level in the company's history.

Earnings rose 9 per cent to 29.5p a share on a fully diluted basis, from 27.1p a year ago. Undiluted earnings were 30.5p, up from 28.5p.

The interim dividend is raised to 5.5p, from 5.3p previously, for a full-year total of 9.5p, compared with 9.1p.

The bank, which declined to make a profit forecast for 1992, said it would pay an unchanged 1991 dividend of £1.20m.

A 16 per cent increase in interest income helped lift ABN Amro's total revenue by 13.1 per cent, to £1.32bn, outstripping a 10.6 per cent increase in total costs to £1.767m.

In the Netherlands, costs rose by just 2.9 per cent, while revenues rose by 12.1 per cent. Commenting on the limited rise in costs, which was due mainly to a 2 per cent decline in the bank's Dutch workforce, Mr Roelof Neilsen, chairman, said: "It is too early to see this as the benefits of the merger."

ABN Amro, which was formed through a merger in 1990, did not merge its domestic operations into one bank until September 1991.

Ahead, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Unlike Ruddles, which needs no restructuring, Wicküler is being revamped to boost efficiency and focus on its three main brands.

Grolsch expects the German unit, which posted an unspecified "satisfactory" after-tax profit in 1991, to start making a substantial contribution to profit per share from 1994.

• Hunter Douglas, the Dutch-based manufacturer of window coverings and architectural products, posted a 41.7 per cent decline in net profit in 1991, extending the trend of the first half.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its dividend at £1.2, citing a sound balance sheet and confidence about the future. The company is forecasting an improvement in results for 1992.

Overall, gross results fell by 7.5 per cent to £1.18bn. Results rose in North America, the Middle East, eastern Asia, and Africa, but fell sharply in Central and South America.

In Europe, ABN Amro saw "satisfactory" profits except in France, where results were held back by the restructuring of its stockbroking subsidiaries and the lack of book profits on property sales which boosted 1990 results.

Overall, gross results in Europe declined to £1.416m from £1.503m in 1990.

Freight-forwarder Koninklijke Frans Massa has agreed to co-operate with Yellow Freight Systems of the US. They will combine European and North American networks.

Despite the downturn, it said it would hold its

INTERNATIONAL COMPANIES AND FINANCE

American Express admits problems at card division

By Alan Friedman in New York

MR JIM ROBINSON, chairman of American Express's travel and financial services group that has been stung by Wall Street criticism and heavy losses in its Optima credit card division, yesterday made a rare public admission of the problems the core card division is facing.

In a surprisingly contrite letter to shareholders, Mr Robinson noted that while the American Express brand name was one of the most recognised in the world, "competitive pressures have arisen in every arena in which we operate".

The embattled chairman told shareholders: "For years, we were able to remain above the fray of credit card competition. But bank card issuers have turned their sights on our primary markets - the affluent households and travel and entertainment spenders."

Last year, earnings from the group's core travel related services division slumped by 59 per cent, to \$395m, after a \$697m pre-tax leap in credit



Jim Robinson noted dissatisfaction with fees and loss provisions. Worse, in terms of image, American Express has had some well-publicised rows with retail merchants such as Laura Ashley and the UK.

Mr Robinson acknowledged the dissatisfaction of many retail merchants with American Express fees that were

higher than those of competitors such as Visa or MasterCard.

"We want to ensure the card is welcomed - not just accepted - in service establishments that provide the travel, entertainment and lifestyle services our card members want," said Mr Robinson.

"That is not always the case today, as some of you may have experienced," he added.

Mr Robinson said these problems were "unacceptable to us" and stressed that American Express was working on the matter.

He promised that retailers who signed a contract with American Express and then suppressed the card's use would have their contracts cancelled.

The need to strengthen the group's capital structure, as evidenced by the recently announced plan to float up to 45 per cent of the credit card processing subsidiary, was defined by Mr Robinson as a strategic priority.

Downturn at Dayton Hudson

By Nikki Tait in New York

DAYTON HUDSON, the large US retail group and viewed as one of the nation's more competent stores, yesterday disappointed Wall Street with a fall in profits, to \$30m after tax, in the year to February 1.

This compared with \$42m in 1990-91, and included a drop in fourth-quarter profits from \$25m to \$19m, again after tax. Dayton Hudson admitted, that the figures, scored on annual sales of \$16.1bn compared with \$14.7bn, were disappointing, and its shares fell 22% to \$34 on the news.

Dayton Hudson takes in three main operating units:

Target, its discount store chain, Mervyn's, which operates discount department stores mainly on the west coast, and the traditional department store chain, which takes in Marshall Field's, bought from BAT Industries of the UK.

The company said that all three saw a decline in operating profits last year. Target, which competes head-on with the fast-growing Wal-Mart chain, saw profits fall from \$450m to \$435m, with gross margins down "significantly".

The company has been pushing hard to match Wal-Mart

and K mart, and said that its new "value strategy" had hit margins. However, same-store sales were up by 4 per cent, and the group said that Target should see "a strong performance" in the current year.

Mervyn's was hurt by the sluggish Californian economy, with operating profits down from \$385m to \$284m, and same-store revenues declining 1 per cent. The department store business, meanwhile, saw operating profits decline from \$183m to \$168m, with same-store sales up 1 per cent. Overall, same-store sales improved by 2 per cent.

Liberty Life improves 26%

By Philip Gash in Johannesburg

LIBERTY LIFE, South Africa's largest listed insurance company, overcame a difficult operating environment to record a 26 per cent increase in earnings in the year to December.

Total income rose by 15.4 per cent to R5bn (\$1.6bn). This consisted of R2.2bn net premium income, up by 17.8 per cent from 1990, and R1.7bn investment income, up by 12.2 per cent from 1990. Net taxed surplus attributable to shareholders was 26.1 per cent higher at R270m.

Mr Donald Gordon, chairman, said 1991 was probably the most significant in Liberty's 34-year history. Domestically, Liberty strengthened its position in the local financial services industry by lifting its holding in Standard Bank

Investment Corporation, one of the country's premier banking groups, to 40 per cent.

The most significant events took place on the international front where a series of deals much to enhance the stature of Liberty and Mr Gordon.

Liberty became the first South African company in many years to complete successfully an equity issue abroad when it raised R1.45m through a share placement. There was also the tie-up between Transatlantic Holdings, the main holding company for the Liberty Group's offshore interests, and UAP, France's largest insurer.

The two pooled their interests in Sun Life, the UK assured, in a new company, Rockligh, which is on the point of gaining control of 100

per cent of Sun Life's equity.

The strategic alliance with UAP should reap considerable benefits for the Liberty group, with Sun Life an obvious first focus for their joint attention.

Total new business of Liberty Life for 1991 increased by 18 per cent to R1.1bn. Highlights of this performance included an 18 per cent increase to R42m in new annualised renewing premiums, and the successful launch of the new Medical Lifestyle policies.

Total earnings per share rose by 24 per cent to 127 cents, with the dividend being lifted by 26.6 per cent to 108 cents. The amount allocated to policyholders by way of bonus distributions for 1991 rose to R2.57m, 2.6 times the level of 1990.

Revco plan approved by bankruptcy court

By Nikki Tait in New York

THE end to another big US retail bankruptcy came into sight, when a US bankruptcy court approved the reorganisation plan put forward by Revco. The plan is likely to take effect within a few weeks.

Revco, based in Ohio, operates about 1,150 drug stores in 10 states and is one of the nation's largest drug store chains.

The retailer's prospective "rebirth" echoes the successful re-emergence from bankruptcy of the Allied and Federated Department Stores chains, previously part of Campco Corporation - earlier this year.

However, some US stores groups have fared less happily. R. H. Macy, the New York-based department store chain, filed for protection under Chapter 11 of the bankruptcy code shortly after Christmas.

AMR shares benefit from revised traffic predictions

By Nikki Tait

SHARES in AMR, the parent company of American Airlines, rose \$1.1 to \$76.4 yesterday morning, after the company suggested to analysts that March results should be better than previously expected.

The results will compare with a very weak month in 1991, when the Gulf war overhung the airline industry. Nevertheless, AMR is reported to have revised its prediction for the increase in traffic from 22 per cent to 26 per cent, with a slightly more favourable picture on costs.

American is one of the three largest carriers, and its results will be monitor for the industry generally, which has been cheered by some firming of domestic fares. Some analysts were reported to have revised earnings estimates in the wake of AMR's latest news, with growing predictions of a profit from the group in the

first three months of 1992.

● About 8,000 former employees at Pan Am, the now-defunct US airline, yesterday launched a \$1.1bn "class action" suit against Delta Air Lines.

Delta, one of the three biggest US carriers, was to have been Pan Am's partner in a reorganisation plan which would have reduced the bankrupt airline's route network and left it concentrating on its Latin American and Caribbean service. The "reorganised" Pan Am would have contained about 5,000 people.

Pan Am went ahead with the purchase of Pan Am's east coast shuttle and transatlantic routes, but pulled out of the rest of the deal when Pan Am's losses mounted. Pan Am was then forced to ground its fleet, leaving thousands of employees - mainly in New York and Miami - out of work.

INTEC INC
To the Warrantholders of
INTEC INC.
NLG 75,000,000

1 3/8 % Guaranteed Notes due 1993 with Warrants
NOTICE OF STOCK SPLIT OF SHARES
AND

ADJUSTMENT OF SUBSCRIPTION PRICE

Notice is hereby given that the Board of Directors of INTEC INC. (the "Company") passed a resolution on March 9, 1992 (Japan Time) authorizing a stock split of shares of its common stock to the shareholders of the Company to be issued on May 20, 1992 (Japan Time) at the rate of 1.1 share for each one share held. The record date for the stock split is March 31, 1992 (Japan Time).

As a result of such stock split, the Subscription Price at which shares are issuable upon exercise of the Warrants will be adjusted pursuant to the terms and conditions of the Warrants. The Subscription Price will be adjusted from 3,253.90 Japanese Yen to 2,958.10 Japanese Yen. Such adjustment of Subscription Price will become effective on April 1, 1992 (Japan Time).

Banque Générale du Luxembourg S.A.
on behalf of INTEC INC.

Dated: March 12, 1992

Henkel rises 3% despite some weak sectors

By Christopher Parkes
in Bonn

NET profits at Henkel, the German chemicals and consumer products group, rose by more than 3 per cent last year to DM12.45bn, (\$270.1m) in spite of weak performances in export markets and chemicals.

Turnover, up 7 per cent to DM12.5bn, was helped by strong advances in detergents, up 10 per cent, and adhesives, up 8.6 per cent. A 13 per cent increase in sales of adhesives stemmed mainly from the impact of acquisitions.

Overseas sales, disrupted by the Gulf war and political chaos in eastern Europe, fell 11 per cent. Turnover from chemicals, the company's second biggest product group after detergents, rose only 2.9 per cent to DM3.64bn.

Holzmann sees further sales growth

By Christopher Parkes

PHILIPP Holzmann, one of Germany's leading construction companies, yesterday reported an 18 per cent increase in sales for 1991, and said it had started the new year with orders on its books equivalent to 12 months' output.

Turnover was DM10.95bn (\$2.5bn) and the company said operating profits had increased, without giving figures. Shareholders, paid DM1.10 a share from profits of DM10.8m last year, would get a "satisfactory" dividend.

Improvements in the domestic market more than compensated for weaknesses in the US, where sales fell almost 12 per cent during the year, and order intake slumped by more than 40 per cent.

Activity in Germany, source of half the group's outstanding orders, remained strong. The former East Germany absorbed a third of last year's total DM600m investment programme, and the domestic workforce was increased by 20 per cent mainly to help handle more business in the east.

Hungarian airline reveals 57% profits gain

By Nicholas Denton
in Budapest

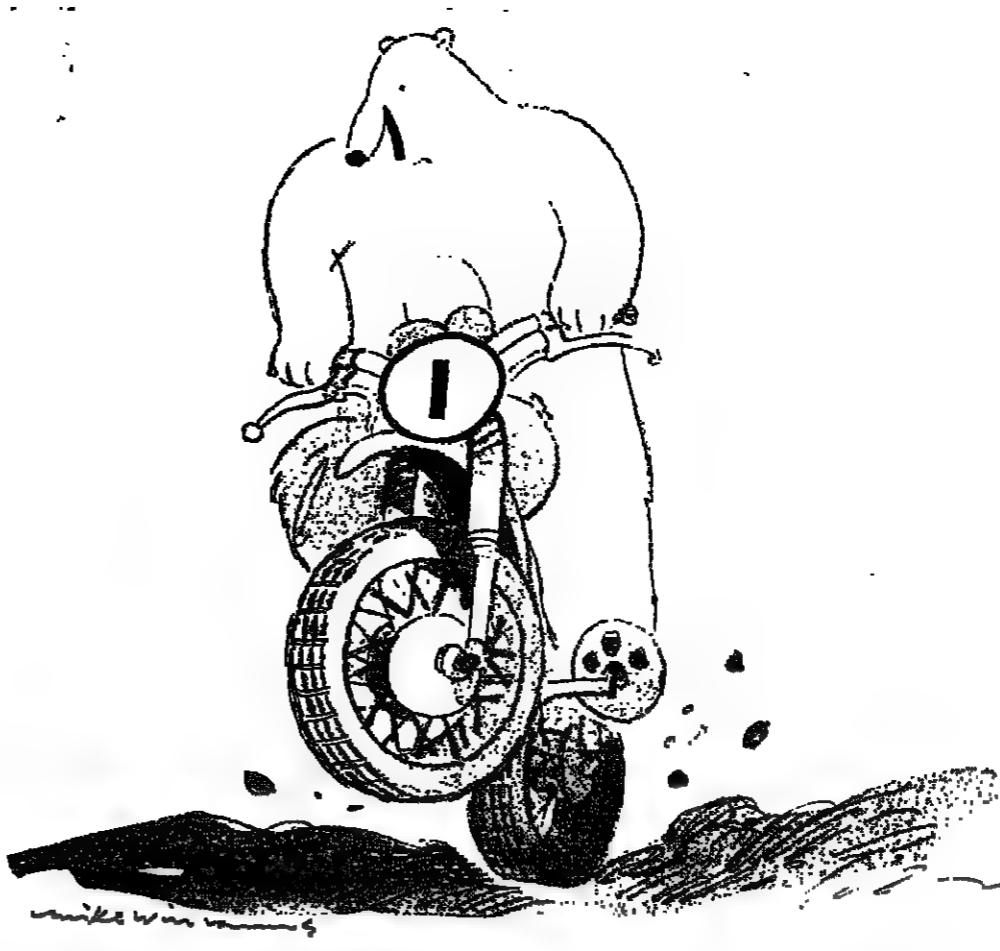
MALEV, the Hungarian national airline, reported a 57 per cent increase in pre-tax profits for 1991 to Ft2.05bn (\$26.5m). Revenue, fuelled by high inflation, rose 29 per cent to Ft22.5bn.

Malev's hotel business, tours and innovative flight packages helped it mitigate the effect of the 25 per cent drop in passenger miles which accompanied the collapse in eastern European travel.

The group's defiance of the worldwide downturn in airline earnings is likely to heighten western carriers' interest in the minority shareholding which is up for sale as part of Hungary's privatisation drive.

Delta, one of the three biggest US carriers, was to have been Pan Am's partner in a reorganisation plan which would have reduced the bankrupt airline's route network and left it concentrating on its Latin American and Caribbean service. The "reorganised" Pan Am would have contained about 5,000 people.

Pan Am went ahead with the purchase of Pan Am's east coast shuttle and transatlantic routes, but pulled out of the rest of the deal when Pan Am's losses mounted. Pan Am was then forced to ground its fleet, leaving thousands of employees - mainly in New York and Miami - out of work.



Shift into Baer drive.

When the going gets bumpy in investment markets, having an asset manager with exceptional drive often spells the difference between superior and mediocre performance. That's why so many astute investors around the world turn to Bank Julius Baer, one of Switzerland's most prestigious private banks.

Bank Julius Baer. Make Baer drive one of your assets too.

JBCB

BANK JULIUS BAER

For the Fine Art of Swiss Banking

Zurich · Bahnhofstrasse 34, CH-8001 Zurich, Tel. (01) 228 51 11
London · San Francisco · Los Angeles · Palm Beach · Manila City · Hong Kong · Tokyo
Geneva · Frankfurt

A Member of SPA

1992- our key pieces are slotting into place.

As a Portuguese oriented multinational we're ideally placed to take advantage of the opportunities presented by 1992 and of the anticipated growth in the Portuguese economy.

Our focus is clear.

To provide Portuguese investors and corporates with management expertise and business connections across Europe and around the world.

And to provide institutions worldwide with an entrée into Portugal.

In every country in which we operate we provide an appropriate range of financial services and a passport to a co-ordinated international network.

The next move is yours.

For further information contact Lisbon (010 351 1 3963601) or London (044 71 600 2620).

Espirito Santo Financial Holding S.A.

PORUGAL · UNITED KINGDOM · BELGIUM · FRANCE · LUXEMBOURG · SPAIN · SWITZERLAND · USA · BRAZIL

Carrefour

SALES, TAXES INCLUDED AS OF FEBRUARY 29, 1992

	February 1992 (in FF millions)	February 28, 1991 (in FF millions)	% change
Group Sales	9,977	9,411	5.6
Frigos	7,055	5,911	19,388

A: February 19, 1992 Carrefour Argentina opened its fifth store in the center of Mexico City with a selling area of 91,400 square feet.

Dated: March 12, 1992

Dillon, Read & Co. Inc.

is pleased to announce the relocation of its London-based Investment Banking and Development Capital activities to:

**8 Bishopsgate
London EC2N 4AE**

Telephone (071) 280 1280
Facsimile (071) 280 1457/59

with effect from

Monday, 16th March, 1992

Dillon Read's European Equities and U.S. Equities operations will remain at their present address at:
Devonshire House, Mayfair Place, London W1X 5FH

Member of the Securities and Futures Authority

SIEMENS Notice of Dividend

On March 12, 1992, the Annual Shareholders' Meeting of Siemens AG has resolved to distribute the net income of fiscal year 1990/91 amounting to DM 685,974,939 and has approved a dividend of DM 13 per share. The dividend attributable to treasury stock, amounting to DM 6,305,000, shall be carried forward.

The following payment will be made against Dividend Coupon No. 36 at the paying agent listed below:

Per share of DM 50 par value	DM 13.00
Less 26.875% German withholding tax	DM 3.49
	DM 8.51

In accordance with the U.K./German Double Taxation Treaty of November 28, 1984, as amended, by a protocol of March 23, 1970, the German withholding tax can effectively be reduced from 26.875% to 15% for shareholders resident in the United Kingdom by submitting an application for a tax refund to the Bundesamt für Finanzen, Friedhofstraße 1, D-5300 Bonn 3, by December 31, 1992.

In the United Kingdom payment will be effected through the following bank:

S.G. Warburg & Co. Ltd.
Paying Agency, 2 Finsbury Avenue, London EC2M 2PA.

Berlin and Munich, March 12, 1992
Siemens Aktiengesellschaft
The Managing Board

Wells Fargo & Company

US\$150,000,000
Floating rate subordinated notes due 1994

In accordance with the provisions of the notes, notice is hereby given that for the Interest Period 13 March, 1992 to 15 June, 1992 the notes will carry an interest rate of 5 1/2% per annum. Interest payable on the relevant interest payment date 15 June, 1992 will amount to US\$137.03 per US\$10,000 note.

Agent: Morgan Guaranty Trust Company
JPMorgan



BANQUE PARIBAS

US\$200,000,000

Undated floating rate securities

In accordance with the provisions of the securities, notice is hereby given that for the three month interest period from 13 March, 1992 to 15 June, 1992 the securities will carry an interest rate of 4 1/2% per annum. Interest payable value 15 June, 1992 per US\$1,000 security will amount to US\$11.75 and per US\$10,000 security will amount to US\$117.50.

Agent: Morgan Guaranty Trust Company
JPMorgan

Merriill Limited
US\$174,000,000

Secured Floating Rate Notes

In accordance with the provisions of the Notes, notice is hereby given that for the Interest Period from 11th March, 1992 to 11th June, 1992 the notes will bear a rate of interest of 4.625% per annum. The current amount payable on 11th June, 1992 will be US\$11,819.44 per note.

Davidson-Kageneck Bank
(Leverkusen) S.A.
Agent Bank



BANQUE PARIBAS

US\$400,000,000

Undated subordinated floating rate securities

In accordance with the provisions of the securities, notice is hereby given that for the interest period from 13 March, 1992 to 15 June, 1992 the securities will carry an interest rate of 4 1/2% per annum. Interest payable value 15 June, 1992 per US\$1,000 security will amount to US\$11.75 and per US\$10,000 security will amount to US\$117.50.

Agent: Morgan Guaranty Trust Company
JPMorgan

Appointments Advertising

open every

Wednesday & Thursday

Friday

(in the international edition only)

Flat interim profit leads to shake-up at Coles Myer

By Kevin Brown in Sydney

COLES Myer, Australia's biggest retailing group, yesterday said recession had restricted net profits to A\$227m (US\$171.9m) in the six months to the end of January, an increase of less than 1 per cent on the comparable period of the previous year. Turnover was up 2.1 per cent to A\$8bn.

However, Mr Solomon Lew, chairman, said sales had improved "slightly" in February, prompting hopes that "tentative" signs of recovery were beginning to emerge.

Coles also announced the retirement of Mr Brian Quinn, chief executive, as part of a shake-up of senior management intended to improve profitability in under-performing areas of the company.

No replacement for Mr Quinn was announced. The job is widely expected to go to Mr Peter Bartels, the former managing director of Foster's Brewing Group, who

resigned earlier this week. Coles said it was considering an issue of convertible preference shares to raise A\$300m to strengthen its balance sheet and finance expansion.

The announcement follows confirmation earlier this month that Coles plans to float at least 50 per cent of Progressive Enterprises, a New Zealand subsidiary, to provide further funds for expansion.

Mr Lew said no big acquisitions had yet been considered, but the company was in a "comfortable position to have a strong cash flow and a strong balance sheet in a buyers market".

Coles said the recession had affected its businesses throughout Australia and New Zealand, particularly the down-market K-mart and Coles Foods chains. However, the company said several of its chains had traded "very satisfactorily".

After increasing 36% in 1990, net income after amortization of goodwill (FF 18 million) rose 34% in 1991.

Net income per share came to FF 109.61 francs.

The dividend proposed to the shareholders' meeting is 34 francs.

The preliminary report will be available at the end of March. If you wish to receive it, please telephone or write:

Groupe SEB - BP. 172 - 69732 Ecully cedex - FRANCE

Tel. (33) 72.20.16.40.

For further information about advertising in the survey, please contact Patricia Surridge on London:

Tel. 071-473 3426

Fax 071-473 3079

or

Nina Gavrylenko

in Moscow

Tel. (33) 261 19 37

Fax (33) 261 19 37

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

Patricia Surridge in London:

Tel. 071-473 3426

Fax 071-473 3079

or

Patricia Surridge in Paris:

Tel. 01 42 61 00 77

Fax 01 42 61 00 77

or

INTERNATIONAL CAPITAL MARKETS

Treasuries fall on concern over retail sales increase

By Karen Zagor in New York and Sara Webb in London

US TREASURY prices tumbled yesterday morning as traders registered their concern over a 1.3 per cent increase in February retail sales.

The yield on the Treasury's benchmark 30-year bond crossed the 8 per cent level as the market responded to the

GOVERNMENT BONDS

data, which provided some evidence of economic recovery. At mid-session, the long bond was 3% lower at \$94, yielding 8.03 per cent, while at the short-end of the yield curve the two-year note was off 4% to yield 5.68 per cent.

The market had expected retail sales to rise about 0.4 per cent in February and was surprised by the stronger figure. In addition, January sales were revised to show a rise of 2.1 per cent.

Fear of inflation is starting to weigh on the bond market as the economy starts to show further signs of revival. Yields started to climb on Wednesday after President George Bush said economic growth was more important than the level of long-term interest rates.

The Federal Reserve entered the open market to arrange four-day system repurchase agreements when Fed funds were trading at 8% per cent. The manoeuvre was widely expected and did not indicate a change in monetary policy.

UK GOVERNMENT bonds fell nearly a quarter of a percentage point as the market continued to fret about the government's forecast for borrowing in the next financial year.

Traders said an opinion poll in a national newspaper, which predicted a hung parliament, and sterling weakness, also depressed the market. Attention is expected to focus on the opinion polls at the weekend,

now a general election has been called. City economists believe a hung parliament is the most likely outcome of the election; according to a telephone poll conducted by Reuters news agency.

The benchmark 11% per cent gilt due 2003/07 fell from its opening of 1134 to 1134. Among shorter-dated issues, the 10 per cent gilt due 1994 dropped from 1004 to 1004. The Little gilt futures contract was heavily traded with a volume of 45,000 contracts, and slipped from 95.09 to 95.07.

THE SPANISH government bond market dropped sharply on higher-than-expected inflation figures, which wiped out any hopes of a cut in interest rates.

Inflation for February rose by 0.7 per cent month-on-month, or 6.8 per cent year-on-year, compared with 5.9 per cent year-on-year in January. The market had expected a month-on-month increase of 0.1 per cent.

Traders said there was a marked sell-off across the yield curve in response as many houses had taken long positions. The yield on the 11.60 per cent bond due 1997 moved down from 11.60 to 11.60.

BENCHMARK GOVERNMENT BONDS

	Country	Issue Date	Price	Change	Yield	Week ago	Month ago
AUSTRALIA		10/12/91	100.1524	+0.004	9.06	10.08	10.13
BELGIUM		08/01	101.4200	-0.100	8.72	8.87	8.94
CANADA		04/02/92	97.3000	-1.200	8.92	8.85	8.91
DENMARK		03/03/92	101.2000	-0.100	8.06	8.57	8.57
FRANCE	STAN	02/02/92	98.4221	-0.005	8.75	8.71	8.70
CAT		02/02/92	98.4200	+0.140	8.86	8.85	8.85
GERMANY		01/02/92	100.4000	-0.008	7.53	7.60	7.65
ITALY		12/02/91	99.2200	-0.000	12.19	12.15	12.25
JAPAN	No 119	4/8/90	95.7607	+0.465	5.61	5.74	5.76
No 239		10/5/90	105.2745	-0.001	5.45	5.30	5.47
NETHERLANDS		02/02/92	99.7000	-0.100	8.28	8.28	8.30
SPAIN		11/2/90	103.0200	-0.530	10.17	10.68	10.80
UK GILTS		11/1/90	100.17	-1.252	9.65	9.81	9.81
8/90		08/02/92	100.13	-0.100	9.66	9.83	9.82
9/90		10/02/92	99.98	-0.042	9.46	9.34	9.34
US TREASURY		7/2/90	99.13	-1.432	7.59	7.47	7.39
		11/7/91	99.27	-0.001	8.01	7.94	7.94

London closing. *London New York morning session. **Yielder Local market standard. ***Yielder price excluding withholding tax. ****2.5 per cent payable by 20/03/92. Prices US, UK in £'s, others in decimal.

Source: London Stock Exchange. *Yielder Local market standard. **Yielder price excluding withholding tax. ***Yielder price by 20/03/92. Prices US, UK in £'s, others in decimal.

Italian bank launches \$750m of new paper

BANCA COMMERCIALE BALTIMA (BCI), one of Italy's leading commercial banks, is launching its first Euro-depository receipt programme, worth up to \$750m, organised by Goldman Sachs International, writes Haili Simonian.

Under the highly flexible

deal, BCI's new paper can be issued in a variety of leading currencies and with maturities ranging from three months to 20 years. Moreover, the paper to be issued can be in either fixed or floating-rate form.

The bank said the funds would be used to provide a

consistent source of finance for its branch network, especially over medium to long-term maturities. BCI has issued certificates of deposit out of London and commercial paper from New York, but the deal marks its debut in borrowing of this type.

Daiwa lifts loss forecast over disputes

By Stefan Wagstyl
in Tokyo

DAIWA SECURITIES, the Japanese securities company involved in a growing scandal over the manipulation by brokers of clients' investment accounts, has increased its estimate of its likely losses from the practice.

A spokesman for the German Finance Ministry later denied the rumour, but bonds ended the day slightly lower. The Little bond futures contract, which was heavily traded with a volume of 45,000 contracts, and slipped from 95.09 to 95.07.

THE SPANISH government bond market dropped sharply on higher-than-expected inflation figures, which wiped out any hope of a cut in interest rates.

Inflation for February rose by 0.7 per cent month-on-month, or 6.8 per cent year-on-year, compared with 5.9 per cent year-on-year in January. The market had expected a month-on-month increase of 0.1 per cent.

Traders said there was a marked sell-off across the yield curve in response as many houses had taken long positions.

The yield on the 11.60 per cent bond due 1997 moved down from 11.60 to 11.60.

BENCHMARK GOVERNMENT BONDS

	Country	Issue Date	Price	Change	Yield	Week ago	Month ago
AUSTRALIA		10/12/91	100.1524	+0.004	9.06	10.08	10.13
BELGIUM		08/01	101.4200	-0.100	8.72	8.87	8.94
CANADA		04/02/92	97.3000	-1.200	8.92	8.85	8.91
DENMARK		03/03/92	101.2000	-0.100	8.06	8.57	8.57
FRANCE	STAN	02/02/92	98.4221	-0.005	8.75	8.71	8.70
CAT		02/02/92	98.4200	+0.140	8.86	8.85	8.85
GERMANY		01/02/92	100.4000	-0.008	7.53	7.60	7.65
ITALY		12/02/91	99.2200	-0.000	12.19	12.15	12.25
JAPAN	No 119	4/8/90	95.7607	+0.465	5.61	5.74	5.76
No 239		10/5/90	105.2745	-0.001	5.45	5.30	5.47
NETHERLANDS		02/02/92	99.7000	-0.100	8.28	8.28	8.30
SPAIN		11/2/90	103.0200	-0.530	10.17	10.68	10.80
UK GILTS		11/1/90	100.17	-1.252	9.65	9.81	9.81
8/90		08/02/92	100.13	-0.100	9.66	9.83	9.82
9/90		10/02/92	99.98	-0.042	9.46	9.34	9.34
US TREASURY		7/2/90	99.13	-1.432	7.59	7.47	7.39
		11/7/91	99.27	-0.001	8.01	7.94	7.94

London closing. *London New York morning session. **Yielder Local market standard. ***Yielder price excluding withholding tax. ****2.5 per cent payable by 20/03/92. Prices US, UK in £'s, others in decimal.

Source: London Stock Exchange. *Yielder Local market standard. **Yielder price excluding withholding tax. ***Yielder price by 20/03/92. Prices US, UK in £'s, others in decimal.

NEW ISSUE

12th March, 1992

AUTOBACS

AUTOBACS SEVEN CO., LTD.

U.S.\$100,000,000

3 per cent. Guaranteed Bonds due 1996

with

Warrants

to subscribe for shares of common stock of

Autobacs Seven Co., Ltd.

The Bonds will be unconditionally and irrevocably guaranteed by

The Tokai Bank, Limited

ISSUE PRICE 100 PER CENT.

Nomura International

Daiwa Europe Limited

Tokai Bank Europe Limited

Wako International (Europe) Limited

Barclays de Zoete Wedd Limited

Caisse des Dépôts et Consignations

Daiwa Bank (Capital Management) Limited

Robert Fleming & Co. Limited

IBJ International Limited

Mitsui Taiyo Kobe International Limited

New Japan Securities Europe Limited

J. Henry Schroder Wag & Co. Limited

Taiheiyo Europe Limited

Sanwa International plc

Cosmo Securities (Europe) Limited

Bank of Tokyo Capital Markets Group

Baring Brothers & Co., Limited

Credit Suisse First Boston Limited

Dresdner Bank

Goldman Sachs International Limited

Merrill Lynch International Limited

National Securities of Japan (Europe) Ltd.

Nikko Europe Plc

Swiss Bank Corporation

UBS Phillips & Drew Securities Limited

S.G. Warburg Securities



Report on Activities for the Quarter & Half Year ended 31 December 1991

Poseidon Gold Limited

Mt Leyshon Gold Mines Limited
Gold Mines of Kalgoorlie Limited

PosGold Limited ("PosGold") is the gold arm of the Normandy Poseidon Group, an Australian-based and largely Australian-owned resource finance group.

It holds interests in two of Australia's largest gold mines, the Kalgoorlie Super Pit through Gold Mines of Kalgoorlie Limited ("GMK") and the Mt Leyshon mine through Mt Leyshon Gold Mines Limited ("MLG"). PosGold also owns directly significant low-cost operations including the Kalgan and Tennant Creek projects.

Significant

UK COMPANY NEWS

ABP plans general purpose port on Humber

By Andrew Bolger

ASSOCIATED British Ports Holdings will build a general purpose cargo port at Immingham on the Humber, following its recent cancellation of plans to build the UK's biggest coal terminal on the site.

ABP last month cancelled a £150m contract with PowerGen and National Power, the two privatised electricity generators, after PowerGen sought to postpone signing of the already delayed contract.

Sir Keith Stuart, chairman of ABP, said: "There are many other trades in Immingham which need further capacity. It is bursting at the seams - we could not delay matters any longer, pending decisions by these semi-privatised companies."

Sir Keith said the group would start building at Immingham this year and develop the riverside site over two to three years, although at less cost than the £45m which the port group would have contributed to the coal terminal.

ABP, the UK's biggest port-group since privatisation in 1988, yesterday confirmed its

January warnings that provisions on its property portfolio would wipe out profits in the second half of last year.

Pre-tax profits dropped from £60.2m to £31m in the year to December 31, following provisions of £29.7m against property development activities. Turnover rose from £211.3m to £210.5m, mainly because of the sale in June of Aldwyche House, the group's largest development, for £75.2m.

Despite the recession, continuing growth of the group's ports and transport activities caused divisional profits to rise from £59.5m to £76.1m or turnover of £184.5m (£176.4). Tonnage handled at the ports increased from 10m to 10.6m.

Sir Keith said: "Our port business has continued to perform well in the first months of 1992, although we do not expect any dramatic increase in activity until the current recession in the UK economy and elsewhere is reversed."

Net borrowings decreased by £6.3m to £32m at the year end, bringing gearing down from 63.8 per cent to 54.5 per cent.

The interest charge increased



Sir Keith Stuart: could no longer wait for decisions by 'semi-privatised companies'

■ COMMENT

Having bought Grosvenor

NEWS DIGEST

to £36.5m (£9.2m), as the amount of interest capitalised in the year was cut from £35.8m to £12.8m.

Earnings per share fell from 22.5p to 12.4p. However, ABP said that because of the underlying strength of the company's position, it would pay a final dividend of 4.9p (4.5p), giving a total of 8p (7.25p).

Mr Isaac said that Potsworth & Co/Midnight Patrol, the company's first animation production, had been sold to 24 countries and negotiations for further sales were underway.

Losses per share were reduced from 4.2p to 0.74p.

Square Properties in 1991, ABP stood back and watched as the sector grew up like a rocket and down like a stick. It promises to avoid speculative property developments in future, although as these results show, it will be living with the costs of that period for some time to come. It is, however, genuinely impressive to increase ports turnover in the depths of a recession. It is even more impressive to convert an 8.2m

increase in turnover into a £16.5m rise in profits. ABP is still benefiting in efficiency terms from the abolition of the National Docks Labour Scheme in 1989. Full-year profits of £70m would put the shares, which closed down 11p yesterday at 349p, on a prospective multiple of 12.7. That does not seem demanding for a group which would benefit very quickly from any economic upturn.

disrupted production and prevented it filling some orders.

As a result Samuel Montagu withdrew its underwriting for a rights issue and share placing which would have given the company £6m of new funding.

The placement would have been to Mr Richard Caring, a businessman with clothing industry interests including half of Together, a joint venture with Otto-Versand, the German group. It would have lifted his interest in the enlarged Ramar to 29.9 per cent.

Subsequent negotiations between the receivers and a potential buyer fell through.

The group had won £9m in new business so far this year, including the Ciga hotel account transferred from BBDO. It is pitching for a further £27m in new business.

Earnings dipped to 22.09p (24.09p) per share. The directors are recommending a final dividend of 5.5p to make 8.4p (7.8p) for the year.

The shares added 2p to 385p (£901,000).

Turnover increased sharply to £158.9m (£129.7m), reflecting spending brought in with BBDO, whose clients include Pepsi, and £15.4m in new business.

The benefits of the takeover

Pochin's tumbles to £1.08m

POCHIN'S, the Cheshire-based civil engineer and building contractor, saw pre-tax profits in the six months to November 30 decline from £1.54m to £0.6m on turnover down from £23.3m to £14.2m.

Mr Nicholas Pochin, chairman, said the results were a reflection of the state of the industry. The recession persisted and until incentives were provided to bring back confidence, building and construction would remain stagnant. He added that profits continued to be supported by healthy investment income.

The interim dividend is held at 8p from earnings of 7.5p (9.6p) per share. Tax took £21.000 (254.000).

Return to dividend list by N Sea Assets

NORTH SEA ASSETS is to pay its first dividend since 1985 with a proposed final payment of 0.75p on 1981 pre-tax profits 72 per cent ahead at £2.05m, against £1.21m.

Mr Philip Parker, chief executive, said that the company's businesses, which supply services to the offshore oil and gas industry, had made considerable progress.

During the year the company withdrew from shipping, which was making losses. In November the ship management activities and five of its six ships were sold followed by the sale a few days ago of the

remaining ship.

Turnover rose to £28.1m (£21.6m) and the pre-tax figure was struck after a higher net interest charge of £285,000 (£261,000) and an exceptional gain of £45,000 compared with a charge last time of £360,000.

Earnings per share came out at 4.16p (3.61p).

Losses at Creston grow to £481,000

CRESTON pre-tax losses grew at Creston from £53,000 to "most disappointing" £481,000 in the six months to December 31. Again there is no dividend and the board feels it is unlikely one will be paid for the full year.

The group said that "strenuous efforts to contain costs and reduce overheads and interest charges" failed to produce the hoped-for results. Profits of the parent company fell to £22,000 (£62,000), but the subsidiary companies - the principal of which is Aluminium and Timber Securities - tumbled to losses of £268,000 (profits £35,000). Further restructuring and retrenchment was now in action at ATS.

Group turnover declined to 25.16m (£7.47m) and losses per share emerged at 1.89p (0.26p).

T Clarke diverts lifts dividend

Pre-tax profits of T Clarke, the electrical engineer and contractor, plunged from £5.06m to £1.89m in the year to December 31.

Turnover over the 12 months decreased from £76m to £59.2m. Earnings per share, after tax of 2683,000 (21,861), emerged at

3.8p, against 26.08p for 1990.

The proposed final dividend is raised from 5.04p to 5.22p, making a total of 6.542p, up from 5.24p.

Berardin Holdings advances 46%

BERARDIN HOLDINGS, the rubber and palm oil producer, lifted pre-tax profits by 46 per cent from £152.280 to £221.650 for the year to December 31, 1991.

Turnover moved ahead to £517,558 (£475,388).

After Malaysian and UK tax of £112,231 (£57,120) earnings per share improved to 0.74p (0.63p). The proposed dividend is stepped up by 0.1p to 0.55p.

Forced winding-up at Ramar Textiles

RAMAR TEXTILES, the Durham-based clothing manufacturer, was compulsorily wound up yesterday with debts of £12m.

Its shares were suspended at 14p and receivers were appointed last September after its poor financial health had

GAIT plans split to balance share price and net asset value

By Maggie Urry

GOVETT Atlantic Investment Trust, the shareholders of which have been pressing for reforms, is to split into three new funds. The proposals will be put to shareholders in a circular next month.

A minimum of £25m of GAIT's assets would form the basis of Govett American Smaller Companies Trust, a new limited life investment trust specialising in small- and medium-sized North American companies.

Shareholders would be able to elect to take different portions of these two funds.

GAIT's unquoted and illiquid investments, worth £12.2m,

would be transferred to Realisation Company, a new company which would sell the assets and then be liquidated. Shares in RC would be distributed pro rata to GAIT holders.

All three new funds would be managed by John Govett, which manages GAIT, although it would not charge a basic management fee for the RC. John Govett would be entitled to more than £2.1m of compensation for the ending of its contract to manage GAIT, but has agreed to take £1m.

GAIT represents about 10 per cent of the funds John Govett has under management.

Abbott Mead dividend lifted 8%

By Angus Foster

ABBOTT MEAD VICKERS, the advertising agency whose biggest clients include Volvo and Comet, yesterday announced a near 8 per cent annual dividend increase despite a slight fall in pre-tax profits.

Mr Peter Mead, chief executive, said: "We're very pleased with this performance in a difficult year." Existing client spending had fallen about 10 per cent, he said.

AMV reported taxable profits down 4 per cent to £5.02m for the year to December 31. The fall was due to tighter margins and start-up costs on new business inherited from last March's acquisition of BBDO, the London agency of BBDO Worldwide. Interest income on AMV's £26.3m cash balances also fell slightly to £775,000 (£901,000).

Turnover increased sharply to £158.9m (£129.7m), reflecting spending brought in with BBDO.

The group has won £9m in new business so far this year, including the Ciga hotel account transferred from BBDO. It is pitching for a further £27m in new business.

Earnings dipped to 22.09p (24.09p) per share. The directors are recommending a final dividend of 5.5p to make 8.4p (7.8p) for the year.

The shares added 2p to 385p (£901,000).

THE BUSINESSMAN'S BRIEFING FROM BANGKOK TO BALTIMORE.

You'll find the Financial Times on the leading airlines and at hotels and kiosks in business centres all around the world. So wherever your business takes you, our news and views can still be part of your daily business briefing.

Any problems call the FT Copyline on 49 69 15685150.

FINANCIAL TIMES
EUROPE'S BUSINESS DAILY

NOTICE TO THE WARRANTHOLDERS OF SHISEIDO COMPANY, LIMITED

(The "Company")

Bearer Warrants to subscribe for shares of common stock of the Company (the "Shares") issued with U.S.\$200,000,000 4 1/4% per cent. Bonds due 1992 ("Adjustment of Subscription Price")

Notice is hereby given that the Company has resolved at the meeting of the Board of Directors held on 9th September, 1991 to split the Shares (the "Stock Split") owned by the shareholders appearing on the register of shareholders of the Company as at 31st March, 1992 (Japan time) at the rate of one point one (1.1) Shares to one (1) Share held by them, provided, however, that the fractions of a full Share occurring upon such Stock Split shall be sold as a whole and the proceeds of the sale shall be distributed to the shareholders entitled thereto in proportion to their fractional interests, and as a result of such Stock Split the Subscription Price for the captioned Warrants shall be adjusted as follows:

Subscription Price before adjustment: Yen 1,448.70 per Share
Subscription Price after adjustment: Yen 1,317.00 per Share
Effective date of the adjustment: 1st April, 1992 (Japan time)

SHISEIDO COMPANY, LIMITED
5-5, Ginza 8-chome, Chuo-ku, Tokyo, JAPAN

13th March, 1992

**As resolute as BTR****In pursuit of growth****Dauntless commitment****Sure-footed progress**

BTR

BTR plc. SILVERTOWN HOUSE, VINCENT SQUARE, LONDON SW1P 3PL. TELEPHONE: 071-334 3848

UK COMPANY NEWS

Acquisitions make up for lower sales from existing operations TI shows resilience with 18% fall

By Richard Gourlay

TI, the specialist engineer, yesterday demonstrated a resilience amid difficult trading conditions, reporting an 18 per cent fall in 1991 pre-tax profits to £105.4m after allowing for a one-off hedging gain in 1990 of £7.3m. Profits last year fell only 13 per cent.

Mr Christopher Lewinton, chairman, said he was satisfied with the results which demonstrated the benefits of having a wide spread of industries and markets.

Earnings per share fell from 55.5p to 44.8p but the group proposed an increased final dividend of 13.5p, giving 20.5p for the full year, a 5 per cent advance.

Turnover was 1 per cent higher at £399.5m with bolt-on acquisitions almost offsetting the £29m lower sales from ongoing businesses.

Interest earned fell from £11.2m to £7.8m, as the group spent £105m acquiring businesses and £28m reorganising them, turning net cash of £51.6m into a net debt of £57m. The overall operating margin fell from 12.1 per cent to 10.7 per cent.

Of the three core divisions to emerge from TI's drastic restructuring over the last five years, engineering seals performed best, increasing pre-tax profits from £36.5m to £42.5m.

TI, the specialist engineer, yesterday demonstrated a resilience amid difficult trading conditions, reporting an 18 per cent fall in 1991 pre-tax profits to £105.4m after allowing for a one-off hedging gain in 1990 of £7.3m. Profits last year fell only 13 per cent.

In specialised engineering profits fell from £22.5m to £18.2m with some erosion of margins, partly because aircraft engine builders deferred spending programmes.

COMMENT

Six years after Mr Lewinton began to transform the old Tube Investments bicycles-to-kettes mish-mash, TI's three core divisions are well placed to be an early beneficiary of any economic recovery. This year TI may not set the world alight. But if anything like the expected recovery emerges in the US, where TI derives 45 per cent of sales, 1993 should see a jump in earnings. The group has also dispelled some suspicions about its accounting policies. TI, we are told, will no longer surprise the City with the release of provisions to cover reorganisation costs on acquisitions, it will tell us first.

Organic growth and small bolt-on acquisitions, already

proving successful, should lead



Christopher Lewinton: benefits of having a wide spread

to a modest rise in pre-tax profits to £110m this year, giving 4.5p of earnings per share, a prospective multiple of 13. In 1993, however, profits are forecast at about £127m, or 53p and a multiple of 11, a substantial discount to the market for a company with strong management. TI has less room for manoeuvre than its peers, so we should it embark upon a large bolt-on or another size-

able acquisition to build into a fourth core business. Last year's £106m acquisition programme led to a £98m write-off of goodwill against the balance sheet, reducing shareholders funds to £252m. Any further acquisition, unless financed by new paper, would be likely to increase gearing quite sharply on net debt currently standing at £37m.

Forth Ports float will raise £33m for Treasury

By Andrew Boiger

THE FLOTATION of Forth Ports, which handles most port operations in the Firth of Forth in eastern Scotland, will raise £33m for the government.

A total of 27m ordinary shares will be issued at 110p. Half have been firmly placed with financial institutions and the rest are being placed, subject to recall to meet demand from the public, through intermediaries. A further 3m shares have been reserved for an employee share ownership scheme.

Applications must be received by March 18 and allocations will be announced the next day. Dealings in the shares is expected to begin on Monday, March 23.

The sale is the only public

flotation so far in the privatisation of the trust ports. Mr Hugh Thompson, Forth's chief executive, said he had rejected the more popular management buy-out route because the company would have been highly geared, limiting its activities and scope to make acquisitions.

Mr Thompson said he was looking actively at acquisition opportunities. Forth would be interested in smaller ports elsewhere in the UK and marine-related businesses.

Financial advisers to the issue are British Linen Bank, the merchant banking arm of Bank of Scotland, with brokers de Zoete and Bevan. The issue was fully underwritten by UBS Phillips and Drew.

A profit of £3.3m from the

Emess hit by interest and exceptional charges

By Roland Rudd

EMESS, the lighting and electrical accessories company, yesterday reported a 43.5 per cent fall in pre-tax profits for the year to end-December because of higher interest charges and exceptional charges from relocating its US consumer lighting company.

Pre-tax profits fell from £7.4m to £4.2m on sales of £160m (£185m). Fully diluted earnings per share fell to 2.2p (3.5p) while the final dividend was cut from 2.2p to 0.35p making a total of 1p (3.5p).

Net debt at the year-end was £33m, resulting in gearing of 58 per cent which the group plans to reduce through non-core disposals. Interest charges rose from 2.7m to 3.2m.

A profit of £3.3m from the

sale of the UK's graphics business was not enough to offset £2.9m of costs from the closure of the UK consumer business; £200,000 loss on the sale of a long-term investment in the UK and £2.2m of costs from restructuring and relocating the US consumer business.

The overall losses were taken as an exceptional charge of £2.1m. The disposal of Imperial Graphics to Koton of Korea in December for 27m was too late to affect last year's results.

Mr Michael Meyer, the chairman, said it had been a "fateful year" for Alsy, the US lighting company, but said the group had taken determined action to improve performance by moving the manufacturing facilities to Pennsylvania.

Eagle Star takes 10% of Domestic & General

By Richard Lapper

EAGLE STAR, the insurance arm of BAT Industries, yesterday acquired a 10 per cent stake in Domestic & General, the fast growing and highly rated domestic appliance breakdown insurer at about 28.5m.

Eagle Star will not be represented on the D&G board but will be the biggest outside shareholder.

"There is a strong mutual goodwill to sit down and see how we can work together," said Mr Michael Heath, executive director of Eagle Star.

Mr Martin Copley, chairman of D&G, sold 100,000 shares at £10.89 (10.8p). This reflected extra equity from last spring's £71m rights issue to fund the £25m acquisition of Kingswood IX chemists and Holland & Barrett health food stores.

These additional 250 stores, plus three smaller acquisitions in 1991, helped drive the figures ahead.

At this time last year (pre-

Acquisitive Lloyds Chemists advances 88% to £15.4m

By Jane Fuller

LLOYDS Chemists yesterday followed up its recommended £26m bid for Macarthy with interim results showing an 88 per cent increase in pre-tax profit.

On sales 94 per cent ahead at £218.4m (£112.8m), pre-tax profit went up from £8.2m to £15.4m in the six months to December 31.

Mr Allen Lloyd, chairman and chief executive, said that healthcare retailing was "safe retailing". He added that "when times are tough, people are more susceptible to illness."

Lloyd's diluted earnings per share grew rather less rapidly to 10.89p (8.8p). This reflected extra equity from last spring's £71m rights issue to fund the £25m acquisition of Kingswood IX chemists and Holland & Barrett health food stores.

Before the Macarthy bid, net debt was £21.1m, gearing of 35 per cent. If the deal went through (UniChem may still re-enter the fray), Mr Lloyd said he expected gearing to rise to 50 per cent, on combined net assets of roughly £30m.

The interim dividend goes up to 1.5p (1.1p).

COMMENT

Lloyd's seems to be making as high a trading margin in its chemists division as Boots, ie 9 per cent. This is remarkable, especially as half of Boots'

Kingswood), the group had 455 chemists and 174 drugstores. Now (pre-Macarthy) it has nearly 1,080 outlets, including 667 chemists, 211 drugstores and 167 health stores.

First-half operating profit rose by 67 per cent to £16.7m. Mr Dick Steele, finance director, said the apparent decline in margin was caused by inclusion of Holland & Barrett and the new wholesaling division, which had slimmer margins than chemists and drugstores.

Before the Macarthy bid, net debt was £21.1m, gearing of 35 per cent. If the deal went through (UniChem may still re-enter the fray), Mr Steele said he expected gearing to rise to 50 per cent, on combined net assets of roughly £30m.

The interim dividend goes up to 1.5p (1.1p).

COMMENT

Lloyd's seems to be making as high a trading margin in its chemists division as Boots, ie 9 per cent. This is remarkable, especially as half of Boots'

shops are freehold and it enjoys considerable benefits from the type of electronic information system that Lloyds has now only introducing. Explanations include its model sites (where Boots does not yet fit is for prime locations), its tight control of the payment and other costs, high margins on own-label products and highly efficient distribution. Once this is applied to Macarthy, with a liberal helping of acquisition provisions, analysts start showing up 1992-93 pre-tax profit forecasts from £60m to more than £250m.

Reasons for caution include the group's propensity to issue paper, while doing less well than expected on the cash-flow and gearing. If £255m (£201.8m) is made this year, the prospective p/e is about 15 on yesterday's close of 34p. This is just above the market, but below the stores sector which is more geared to recovery.

The shares have had a good run but remain worth holding for acquisition benefits and defensive qualities.

Chas Baynes up 20% but warns of 'tough' first half

By Angus Foster

CHARLES Baynes, the specialist engineering and packaging distribution company, yesterday announced a 20 per cent increase in pre-tax profits as turnover and operating profits to £21.5m and £2.3m respectively.

Since obtaining a quote on the Unlisted Securities Market in 1988, D&G has been a star performer, its price rising from 165p to 660p at yesterday's close. Profits have increased from £1.4m in 1988 to £2.7m in 1991.

Eagle Star is clearly

attracted by this strong performance and is also keen to learn from the way D&G has deployed direct distribution and claims servicing techniques in the insurance of domestic appliances like refrigerators, central heating boilers, ovens and televisions.

Referring to the development of ideas like telephone helplines for policyholders, service contracts for insured appliances and the direct payment by the insurer of repair costs, Mr Heath said they "have taken the concept of customer care to its full extent".

He added: "They also seem to have control of claims costs. It is a very tidy operation."

Initial contacts between the two companies were made about nine months ago, he said.

Grampian back on acquisition trail

Grampian Holdings, the Scottish mini-conglomerate which recently failed in its bid for Macarthy, the pharmaceuticals retailer and maker, has returned to the acquisition trail on the animal health side with a purchase from Hillsdown Holdings.

It is paying 27.5m cash for Lancashire-based Peter Hand Animal Health, which makes and distributes treatments for fish, pigs and poultry. Its annual turnover is about £2m and net assets £2.3m.

Hillsdown said the disposal completed its withdrawal from the European animal health market.

DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Coupons pending dividend	Total for year	Total last year
Abbeycrest	£in 2	May 22	2.4	3.2	3.6
Abbott Mead Vick	£in 5.6	Jun 18	5.1	8.4	7.6
Assoc Brit Ports	£in 4.8		4.6	5	7.25
Baynes (Charles)	£in 0.85	May 27	0.8	1.35	0.95
Berardis Hedges	£in 0.58	Apr 21	0.45	0.55	0.45
Blagdon Inds	£in 5.7	Jul 12	5.7	12.5	12.5
Briggs	£in 1.15	May 11	1.15	1.5	1.4
Broadside Hedges	£in 0.58	May 1	0.5	0.5	0.5
Carey & Co	£in 1.15	May 11	1.15	1.5	1.4
CIA 5	£in 2.6	May 8	2.2	3.75	3.2
Clart (T)	£in 5.22	May 5	5.04	8.54	8.24
Edmond Holdings	£in 1.2	Jun 12	1.2	1.85	1.85
EFY	£in 0.77	Apr 30	0.7	1	1
Emess	£in 0.35	May 21	2.2	1	3.5
Enterprise Oil	£in 9.25	Jul 1	9	15.75	15
Evered Bardon	£in 3.65	Jul 10	5.6	5.55	5.95
Hill Engineering	£in 5.24	May 8	5.04	8.84	8.84
Kodal	£in 1.2	May 14	1.2	1.7	1.7
Legal & General	£in 12.6	Jun 1	12	18.8	17.9
Leeds & General	£in 1.57	Jun 12	1.17	4.17	4.17
North Sea Assets	£in 0.75	Apr 24	nill	0.75	nill
Padding Seniors	£in 0.8	Apr 21	8	0.8	0.6
Pochin's	£in 2	Jul 1	1.6	3	3.6
PGF Hodgeon	£in 15.5	Jul 1	18.5	18.5	18.5
RITZ	£in 1.65	May 5	1.65	3.15	3.15
Sider	£in 1.65	Jun 1	1.65	2.05	2.05
TII Group	£in 13.5	Jul 1	13	16.3	14.4
United Biscuits	£in 9.81	Jul 1	9.1	16.3	14.4

Dividends shown per share net except where otherwise stated.

*Equivalent after allowing for scrip issues. **On capital increased by rights and/or acquisition issues. ***USM stock. ****Scrip option.

OKAMOTO INDUSTRIES INC.

U.S.\$100,000,000 4 3/4 per cent. Notes 1993 with Warrants

To subscribe for shares of the common stock of OKAMOTO INDUSTRIES INC. Pursuant to Clause 4 of the Instrument and Condition 11 of the Terms and Conditions of the Warrants, we hereby notify as follows:

1. The Board of Directors authorized on February 26,

UK COMPANY NEWS

Recession in UK and US forces Evered down 39%

By Andrew Taylor, Construction Correspondent

TAXABLE PROFITS of Evered Bardon, which has grown dramatically to become one of the UK's biggest aggregates groups, fell by 39 per cent from £43.9m to £26.9m on turnover up from £253.1m to £234m in 1991.

The fall was even greater if one allows for the distortion to profits and sales caused by the merger last year between Evered and Bardon. On a pro forma basis, pre-tax profits fell by 44 per cent from £47.7m while sales dipped by 10 per cent from £271.6m.

The group's main markets - the UK and the US - have been hit badly by sharp falls in construction activity. As a result earnings per share fell from 12.7p to 5.1p.

The directors, however, are proposing to pay a maintained final dividend of 3.68p, making an unchanged total of 5.56p. Mr Peter Tom, chief executive, said that the decision to maintain the dividend reflected the company's confidence in its future as well as the improvement in its balance sheet.

Interest charges rose to £22.1m (£13.6m). Net debt however has been reduced since the autumn from a peak of £300m to £261.4m, equivalent to 71 per cent of shareholders' funds.



Peter Tom: dividend shows confidence in future.

The reduction has been achieved as a result of UK disposals, which by the end of this month are expected to have raised £26m. Currently up for sale are the group's Indiana, North Carolina and Arkansas businesses which are expected to fetch about £70m in the current year.

Mr Tom said that the group's aim was to reduce gearing to at least 50 per cent.

Pressure on margins cuts Blagden to £11m

By Richard Gourley

BLAGDEN, the packaging, chemicals and protective equipment group, yesterday reported a 17 per cent fall in profits after a year of pressure on operating margins.

The company joined the swelling ranks of those unhappy with the current UK rules on advance corporation tax. It had an insufficient mainstream UK corporation tax liability and was forced to write off double the amount of ACT this year - £1.05m - compared with 1990, boosting the tax rate from 38 per cent to 38 per cent.

Pre-tax profits in the year to December 29 1991 fell from £13.5m to £11.1m on sales almost unchanged at £213.8m.

The group's interest charge rose from £2.03m to £2.81m, despite a fall in gearing from 38 per cent to 36 per cent, because the group capitalised less interest associated with

the building of a chemicals plant. It also borrowed European currencies and made deposits in the UK where interest rates were falling.

Earnings per share fell from 18.8p to 14.8p and the group proposes to pay a final dividend of 5p, maintaining the total for the year at 8.8p. At this level, the dividend is 1.6 times covered by earnings.

On the packaging side - the group's most important division - Blagden announced it had bought a 50 per cent stake in a Belgian company that had developed a patented spray propellant using compressed air rather than CFCs and innumerable compounds.

Mr Cameron Smith, the chief executive, said the group's pan-European business would cushion the slower-than-expected recovery in the UK and meant the outlook for 1992 was "comparatively encouraging".

BOARD MEETINGS

The following companies have notified dates of board meetings to the Stock Exchange. Details of the meetings may not be complete and may not be the full list of meetings. Official notices are not available as to whether the dividends shown below are based mainly on last year's dividends.

TODAY
Intermar-Hawthorn, Walker (Thomas),
Finis-Globe Group, INOCO, Kerry, Lee Services.

FIDELITY FUNDS

Société d'Investissement à Capital Variable
Kansallis House, Place de l'Etoile
L-1021 Luxembourg
R.C. No B34036

Fidelity Funds has declared a dividend in respect of shares of Fidelity Funds - Sterling Bond Fund in issue at the close of business on 1st February 1992, of £ 0.0062 pounds sterling (6.62 pence) per share. In the case of registered shares, dividends will be paid or reinvested in additional shares of Sterling Bond Fund, as appropriate, on 15th March 1992; dividend cheques not cashed within 5 years will lapse and the dividend will revert to Fidelity Funds.

In the case of bearer shares, dividends will be paid to holders of bearer shares in sterling (or by arrangement with the Paying Agent and at the cost of the shareholder, in any other currency) against tender of the relevant coupon (coupon no 5) to:

RANKERS TRUST LUXEMBOURG SA
P.O. BOX 307
14 BOULEVARD R.D. ROOSEVELT
LUXEMBOURG
(LUXEMBOURG PAYING AGENT)

Cheuvreux de Virion
30 Rue Saint-Augustin
75002, Paris France.
or
AMRO Bank
Herengracht 595
Amsterdam
The Netherlands.

Bank of Ireland
Lower Bagot Street
Dublin 2,
Republic of Ireland.

Fidelity Investments

WHO CAN EXPLAIN WHY THE CHANGE IN CAPITAL ALLOWANCES MAKES CONTRACT HIRE MORE ATTRACTIVE THAN EVER BEFORE?

LEX Vehicle
Leasing

CALL US NOW ON 0800 868 555 TO FIND OUT.

Hall Eng recovers in second half to £5.07m

By Roland Rudd

HALL ENGINEERING (Holdings) reported static profits for 1991 of £5.07m, against £5.06m despite turnover falling from £190.4m to £147.4m following a much improved second half.

The result was helped by two Singapore associates where profits doubled, contributing to share of associates of £5.01m (£3.44m). Borrowings in Maryland fell by 36 per cent. Like-for-like UK profits fell by 22 per cent to £24.7m. This, according to Mr Tom, was despite an increase in market share.

COMMENT

Evered's acquisition trail has lost the company a lot of friends on the way. The failure of earnings per share to match the growth in market share and a sharp rise in debt have disenchanted investors. More recently, there have been signs that Mr Tom may have recovered a little ground as disposals have cut borrowings and an axe has been taken to US overheads. However, sentiment remains weak, as illustrated by a prospective p/e of more than 18, even on unchanged profits. The jury is still out but the shares are worth a buy at this price on asset value alone.

At the interim stage the Shrewsbury-based company announced pre-tax profits down from £3.56m to £1.16m. During the second six months the Stafford factory of British Reinforced Concrete was sold and the Walmesham and fencing operations were ended leading to an extraordinary charge of £8.9m. However some assets were sold at above book value for £5m and the overall cash effect was a £500,000 gain.

A higher tax charge of £1.3m (£1.61m) left earnings per share lower at 11.34p (12.68p). A proposed maintained final dividend of 5.34p makes an unchanged total for the year of 8.64p.

PFG Hodgson makes £10.5m cash call

By Roland Rudd

PFG HODGSON Kenyon International, the UK's largest quoted funeral services company, yesterday announced a 2-for-3 rights issue to raise £10.5m. The cash will be used to reduce borrowings.

The company is changing its name to Plantbrook Group.

The cash call came as the group reported pre-tax profits down 19 per cent from £8.06m to £6.55m on sales of £53.5m (£50.8m) for the year to December 31.

The national death rate remained flat, with market share stabilising at 9.5 per cent. Gearing at the year end was 51 per cent, down from 70 per cent.

At the interim stage the Shrewsbury-based company announced pre-tax profits down from £3.56m to £1.16m.

During the second six months the Stafford factory of British Reinforced Concrete was sold and the Walmesham and fencing operations were ended leading to an extraordinary charge of £8.9m. However some assets were sold at above book value for £5m and the overall cash effect was a £500,000 gain.

A higher tax charge of £1.3m (£1.61m) left earnings per share lower at 11.34p (12.68p). A proposed maintained final dividend of 5.34p makes an unchanged total for the year of 8.64p.

The moves are a further scal-

down of the ambitions of EFT, which only two years ago

still hoped to become a mini-financial conglomerate and spoke of adding a London office to its ones in Edinburgh and Glasgow.

EFT was created in 1987 by Mr Grossart and Mr Hugh Barry, who had earlier worked for Noble Grossart, the Edinburgh merchant bank chaired by Mr Angus Grossart, Mr Hamish Grossart's uncle. They took control of Edinburgh Financial Trust, a quoted investment trust which gave up its trust status and acquired teams of asset finance

specialists and fund managers to complement their own skills in corporate finance.

In early 1989 Mr Barry left and was replaced as chairman by Mr Stevenson, a former Noble Grossart director.

However the corporate finance operations suffered from lack of business with the downturn in the economy, and last January Glasgow Fund Managers, the fund management operation, was sold. The corporate finance operation made a profit of only £72,000 in 1991 and was closed in January.

Net outstanding receivables

from 0.4 to 1.6 ordinary shares for each B preference.

Mr Peter Hindley, chief executive of PHKI, said the group did not want to face a redemption in 1993 which would have cost it £15.5m.

The Takeover Panel has waived the requirement for Omnium and Pompes to make a full offer, subject to the agreement of the minority holders. The two could hold a total stake of almost 70 per cent.

Fully diluted earnings per share fell to 8.05p (9.77p). A recommended final dividend of 2p, (1.5p) makes a total of 3p.

Move to asset finance as EFT advances 40%

By James Budson, Scottish Correspondent

EFT GROUP, the Scottish financial services company, has pulled out of corporate finance activities and is to concentrate on its asset finance operations. It reported pre-tax profit up 40 per cent at £1.07m for the year to December 31. Revenue rose almost 10 per cent at £7.55m.

Mr Peter Stevenson is stepping down as chairman to become a non-executive director. Mr Hamish Grossart, group managing director, is to become chairman with part-time executive responsibilities.

The moves are a further scal-

down of the ambitions of EFT, which only two years ago

still hoped to become a mini-financial conglomerate and spoke of adding a London office to its ones in Edinburgh and Glasgow.

EFT was created in 1987 by

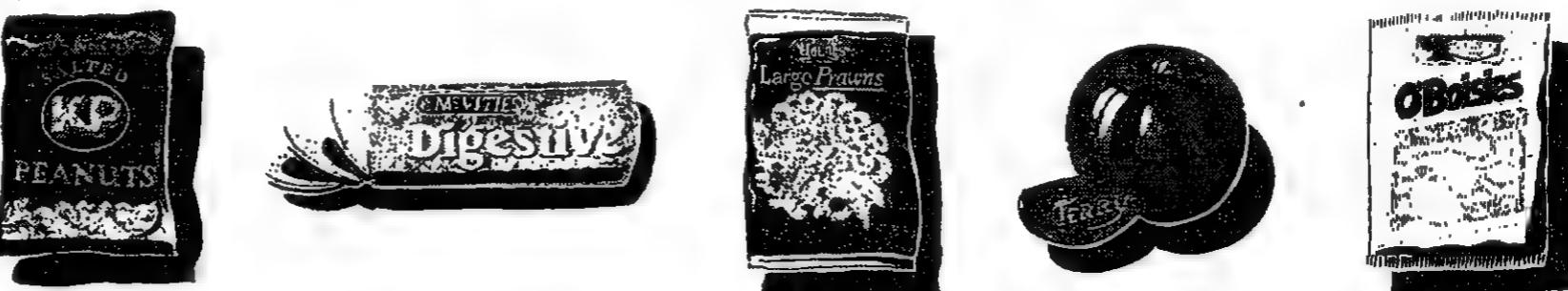
Mr Grossart and Mr Hugh Barry, who had earlier worked for Noble Grossart, the Edinburgh merchant bank chaired by Mr Angus Grossart, Mr Hamish Grossart's uncle. They took control of Edinburgh Financial Trust, a quoted investment trust which gave up its trust status and acquired teams of asset finance

specialists and fund managers to complement their own skills in corporate finance.

In early 1989 Mr Barry left and was replaced as chairman by Mr Stevenson, a former Noble Grossart director.

However the corporate finance operations suffered from lack of business with the downturn in the economy, and last January Glasgow Fund Managers, the fund management operation, was sold. The corporate finance operation made a profit of only £72,000 in 1991 and was closed in January.

Earnings per share were 2.22p (1.62p) and the proposed final dividend is 0.77p making a total of 1.1p (1p).



A good spread makes a great table.

makes a

great table.

	1991 Unaudited	1990 Audited	Change
Sales	£2,979.1m	£2,723.6m	+9%
Trading profit	£244.9m	£218.1m	+12%
Profit before tax	£211.3m	£195.1m	+8%
Earnings per share			
Undiluted	30.8p	28.9p	+7%
Fully diluted	29.5p	27.1p	+9%
Dividends per share	15.3p	14.4p	+6%

Satisfactory results in difficult economic conditions □ Continental European sales more than trebled in two years □ Good progress in biscuits and snacks in UK and USA □ Frozen and chilled foods rationalisation successfully completed □ "...the strength of our performance in 1991 gives me confidence that we will again deliver satisfactory profits and earnings per share this year", RC Clarke, Chairman

United Biscuits

The Annual Report will be posted to shareholders on 14 April. If you would like a copy please write to Group Communications Department, United Biscuits (Holdings) plc, Church Road, West Drayton, Middlesex, UB7 7PR. Tel: 0895 452100. The directors of United Biscuits (Holdings) plc accept responsibility for the contents of this advertisement, which has been approved by Ernst & Young, a firm authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business. Past performance is not necessarily a guide to the future.

UK COMPANY NEWS

'Double whammy' knocks Enterprise down

By David Lascelles, Resources Editor

ENTERPRISE OIL, the independent UK oil producer, was squeezed by rising costs and a weak oil price last year, resulting in a sharp decline in profits. But the company is maintaining its development programme and plans to double production in the coming years.

Profits before tax amounted to £114.4m, down from £210.3m, a decline of 45 per cent. After-tax profits were £110.5m (£156.5m), equivalent to earnings of 24.5p (34.4p) per share.

Mr Graham Hearne, chairman and chief executive, said that Enterprise had suffered a

"double whammy". The sharp fall in the oil price last year had hit the company at a time when production costs in the North Sea remained "stubbornly high".

Other factors in the fall included a decline in interest income and the absence of asset sales which had boosted the previous year's result.

Nonetheless, Enterprise is increasing its annual dividend by 5 per cent to 15.75p, "reflecting our underlying confidence in the business", Mr Hearne maintained. The proposed final is lifted to 9.25p.

"These are testing times for the oil industry but we remain committed to our strategy," he said.

Enterprise has a successful exploration record and is on schedule with its development future.

Production averaged 131,000 barrels of oil equivalent a day, up 11.5 per cent on 1990's level, at an average realised price of 21.88 (£12.91) per barrel. Investment totalled nearly £500m, and will amount to approximately the same amount this year as Enterprise pursues its aim of doubling output over the next few years.

Aside from the North Sea, it is active in continental Europe and the Far East.

Enterprise does not expect to see any marked recovery in the oil price in the foreseeable future.

• COMMENT

The result, particularly size of the dividend rise, caused some disappointment in the market, where the shares shed 2p to close the day at 36.7p. The main culprit, it seemed, was the surprise rise in Enterprise's production costs at a time when many observers see spare capacity beginning to emerge

in the North Sea. This was partly to do with the extra safety costs imposed by the Cullen report. But Enterprise is also approaching a high point in its activity cycle as it brings in important new ventures like the Nelson and Scott fields. The market doubted that the pressures which squeezed last year's result would go away this year. Analysts cut their profits forecasts by about a third from approximately £120m to about £77m pre-tax. The market remains confident of a rising dividend. The shares currently yield 5.7 per cent.



Graham Hearne: North Sea costs were stubbornly high

ATP funding and reorganisation

ATP Communications, the USM-quoted advertising, market research and public relations group, plans to raise £1m net through an open offer to shareholders of 54.5m new ordinary shares at 2p each. In addition there will be a capital reorganisation and preference conversion.

At the same time the company announced reduced losses of £29,000 against £46,000 for the half year to September 30, 1991. Turnover improved from £3.33m to £3.57m and there was an operating profit of £52,000 (£3,000). Losses per share were 0.57p (0.73p).

United Meat Packers in receivership

By Tim Coone in Dublin

UNITED MEAT PACKERS (UMP), the Irish Republic's second largest meat processor, was yesterday placed into receivership.

The collapse of the company, which processes an estimated 30 per cent of Ireland's annual sheep output and 15 per cent of its beef, follows the failure of a High Court examiner, appointed last month, to raise £57m (£5.5m) in working capital from the company's creditor banks to keep it in business.

UMP has debts in excess of £150m, and ran into a liquidity crisis following a fire which

devastated its most modern abattoir and cold store last January at Ballaghaderreen, causing damage estimated at £15m.

The receiver, Mr John Donnelly of the chartered accountants Deloitte and Touche, said that "while the future ownership of the company may be in question, the survival of the business and its operations has to be achieved". Ireland's two main banks, AIB and Bank of Ireland, were yesterday reported to be interested in supporting UMP following the announcement.

Things began to go wrong for the company in the late

1980s, first with cancellation of export credit guarantees and the loss of sales to Iraq, and then the BSE (bovine spongiform encephalopathy) scare which lost it markets in Libya and Iran. Mr Rafique, however, successfully built up new supermarket outlets in France, Italy and Spain and 70 per cent of UMP's exports now go to continental Europe.

It is expected that there will be considerable interest by Irish and European meat processors in buying UMP's five main plants in Ireland, as well as its smaller plants in the UK.

QED Technology has been sold

QED TECHNOLOGY, the Maxwell Communication Corporation spin-off which creates computer systems for publishers, has been sold to Cromex Technologies of the US. Price Waterhouse, administrator to QED, gave no details of the sale. QED had sales of £4.6m in the year to March 31, 1991. MCC sought US bankruptcy protection and entered administration in Britain in December. It owns Official Airlines Guide and MacMillan, both US publishers. Price Waterhouse is selling non-core units and attempting a restructuring of the company.

In the quest for a cleaner environment, diesel is fast becoming

the preferred fuel. Throughout Europe car buyers are opting for diesel to benefit from superior fuel economy

and lower emissions levels. Diesel is lead-free and emits 50 per cent less toxic pollutants than a catalyst equipped petrol engine.

Lucas has long been a leader

in the manufacture of diesel fuel

injection systems. Our innovative approach has helped customers

improve the driveability and performance of diesel vehicles.

To anticipate market and legislative demands still further, Lucas has

developed electronic fuel injection systems - EPIC and EUI - for the next generation of diesel engined vehicles.

Already in service on trucks

and light commercial vehicles, the

systems will soon be available on

cars. Optimising combustion through-

Lucas  **out all driving and engine conditions, they significantly improve performance and reduce exhaust emissions.**

The continued development of

diesel engines will provide more options for the driver. Making diesel cars and diesel fuel an even better choice for the future.

WHY DIESEL WILL FUEL THE FUTURE.



For more information about Lucas please contact: Public Affairs Department, Lucas Industries plc, Brereton House, New Road, Solihull, West Midlands B81 3TX

NEWS DIGEST**Church halved to £1.7m**

A HALVING of pre-tax profits, from £3.68m to £1.7m, was announced by Church & Co, the Northampton-based shoe maker, for the year to December 31, 1991.

Mr John Church, the chairman, said that cost cutting across all the group's companies had helped it to recover a large part of its profitability in the second half. Profit in the first half amounted to just £14.5m (£18.7m).

There were exceptional redundancy and other reorganisation costs of £280,000 and interest took £1.85m (£1.45m). Earnings per share fell from 12.1p to 9.5p.

Kode forced to make further dividend cut

KODE INTERNATIONAL, electronics and computer services group, reported a slight downturn in its profits for the year to December 31.

Operating profits were 8 per cent up from £56.1m to £61.000 to £16.5m, with turnover marginally lower at £15.7m compared with £16.5m. But a rise from £57,000 to £123,000 in exceptional items, mainly redundancy and compensation payments, left pre-tax profits down from £50.4m to £48.6m.

After tax of £13.700 (£13.600), earnings per share came to 4.3p (3.8p). The proposed final dividend is cut from 5p to 3p following the total payment of 4p, against 7.5p.

Edmond declines to 'creditable' £1.73m

EDMOND HOLDINGS, the house-builder operating in Hull, east Yorkshire, the Midlands, East Anglia and South Wales, saw pre-tax profits decline from £3m to £1.73m in the year to December 31.

Mr Andrew Naish, chairman,

said that house prices had continued to fall throughout the period, despite the interest rate reductions.

Against this background, he was pleased with the profits figure which was achieved on turnover down at £15.9m.

Earnings dropped to 2.41p (4.13p) but the directors have recommended maintaining the final dividend at 1.3p for an unchanged total of 1.5p.

Total house completions were 339 (322) units at an average price of £22,500 (£28,000). Gearing was reduced to 41 (46) per cent and the cashbank increased to £500 (1,300) plots.

CIA bucks sector trend with 16% rise

CIA GROUP, the independent media-buying concern, bucked the trend in the advertising/marketing sector in the year to December 31 and reported increased profits and turnover for the 12th year running.

Taxable profits advanced 16 per cent to £2.83m (£2.45m) in the 12 months and was struck at turnover 4 per cent ahead at £17.3m (£15.6m).

Mr Chris Ingram, chairman of this USM-quoted group, said that this latest improvement reflected "the strong growth of international business, offset by cutbacks in the UK". CIA achieved more than £50m in net new business gains in 1991, against £35m previously. So far in 1992 more than £20m worth of business has been won.

Operating profits edged up to £1.25m (£1.17m), though investment income grew more strongly to £1.51m (£1.28m). Earnings rose 17 per cent to 13.62p (11.65p) per share and the final dividend is lifted to a proposed 2.6p (2.2p) for a total of 8.75p (8.25p), also a rise of 17 per cent.

NOTICE OF REDEMPTION

Canadian National Railway Company

Can\$100,000,000

12½% Notes due April 15, 1995

In accordance with the Terms and Conditions of the Notes, particularly paragraph 5(a) thereof, notice is hereby given that Canadian National Railway Company will redeem all of the Notes (Can\$100,000,000) at 101% of their principal amount (Redemption Price) on the next interest payment date, April 15, 1992, when interest on the Notes will cease to accrue.

Payment of the Redemption Price will be made upon presentation and surrender of the Notes at the offices of any of the Paying Agents listed below.

Kredietbank S.A. Luxembourg

43 boulevard Royal

L-2985 Luxembourg

Kredietbank N.V. Arbenbergstraat 7 B-1000 Brussels

Credit Commercial de France 103 Avenue des Champs Elysées F-75008 Paris

Canadian Imperial Bank of Commerce Cottons Centre, Cottons Lane, London SE1 2OL

Canadian Imperial Bank of Commerce 1155 René-Lévesque Boulevard West Montreal, Quebec, Canada H3B 3Z4

Accrued interest due April 15, 1992 will be paid in the normal manner on or after that date against presentation of Coupon No. 7.

Lucembourg, March 6, 1992

KL **The Fiscal Agent**
Kredietbank Luxembourg

THE PROPERTY MARKET

The property industry has an uncomfortably ambivalent attitude to the main political parties ahead of the UK general election on April 9.

It has reason to distrust the Tories for orchestrating the most damaging boom and bust for decades; and Labour for its traditional antagonism towards developers.

At the same time, the sector cannot view the prospect of a hung parliament with equanimity. Such an outcome would give investors and prospective tenants an excuse to continue dithering. "The worst result will be no result," says Mr Chris Bartram, managing partner of Jones Lang Wootton, chartered surveyor.

The differences in policies between the two parties pale into insignificance compared with the need for a decisive result that injects confidence into the financial markets.

Above all else, the fortunes of the property industry are yoked to gilt yields and interest rates. Any increase in rates would deter investors, hinder refinancings, clobber valuations, weaken revenue accounts and undermine the occupation market.

The industry's main fear is that the next government might be forced to increase interest rates to bolster its own credibility.

Kleinwort Benson Securities says that long gilt yields would be 200 basis points higher if the election resulted in a Labour-led hung parliament compared with an outright Tory victory. That would translate into a decline in net asset values of

An ambivalent attitude

By Vanessa Houlder

between 10 per cent and 15 per cent, Kleinwort adds.

The constraints of the exchange rate mechanism of the European Monetary System limit both parties room for manoeuvre on economic policy. The soaring inflation of the 1970s, which enhanced the appeal of property to investors, is unlikely to be repeated. The scope for boosting the economy and investing in infrastructure is limited and the introduction of Labour's minimum wage policy might further hinder growth, particularly

in the retail sector.

On planning matters, the property industry's attitude to Labour is ambivalent. In some respects, it remembers past Labour governments with affection, because the tight controls on planning boosted property values. For example, the ban imposed on the construction of offices in London by George Brown, Labour's secretary of state for economic affairs, in November 1984, sent rents and values spiralling upwards.

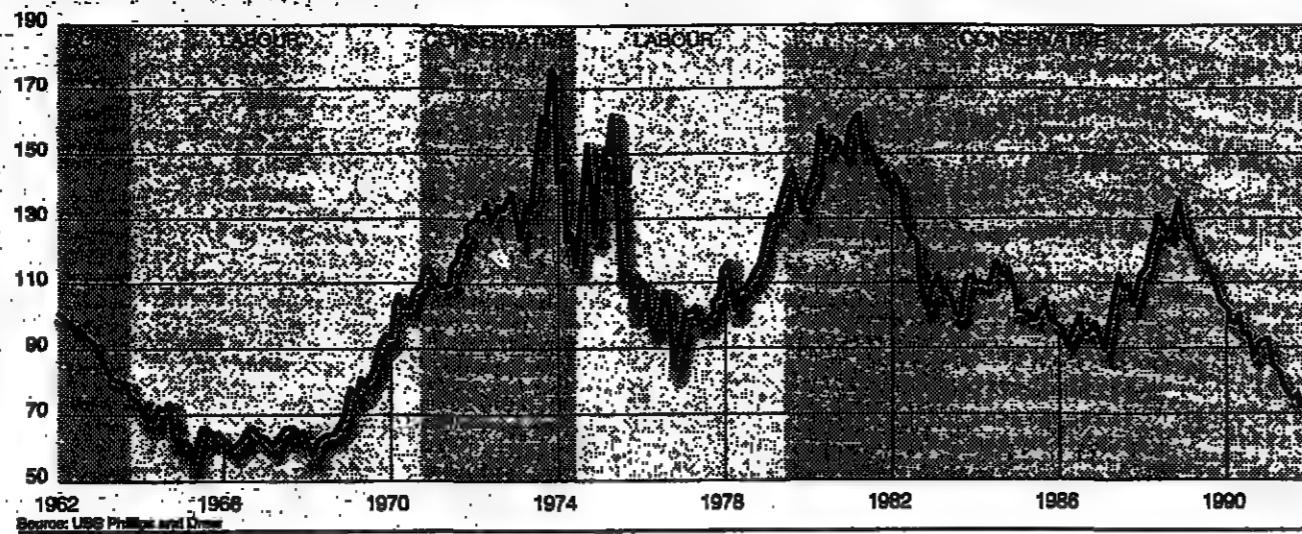
Labour still takes a tough line on planning matters. It will not, for instance, brook any development in the green belt. But the differences with the Conservatives have narrowed: the Tories have shed the *laissez-faire* attitude towards development, most commonly associated with former environment minister Mr Nicholas Ridley. Both parties

emphasise the need for sustainable development and anti-pollution measures.

The industry is sceptical about how far Labour has moved away from its hostile "pip-squeaking" attitudes of the early 1970s. Labour has sought to reverse this image and its "planning a new agenda" document declares that "Labour is not anti-development".

However, the Royal Institution of Chartered Surveyors, a professional body, is not entirely reassured.

Property and politics: property sector relative to FT-A All-Share Index



Source: USIS Phillips & Drew

One acquisition too many

The appointment this week of administrative receivers to Randsworth Acquisition, the West End property company, marks a sorry end to the first excursion by US pension funds into the UK property market.

The US pension funds which joined JMB Realty, a Chicago-based investment group, in making a £258m bid for Randsworth at the peak of the market in 1988, have made heavy losses. JMB also made large losses on its stakes in Rosehaugh and Priest Mansions, two high-flying property companies that were brought to their knees by the collapse of the market.

The Randsworth deal suffered from a combination of poor timing and the highly-gearred nature of the acquisition vehicle. Randsworth was bought at the peak of the market, at a 2 per cent premium to net asset value. Citibank injected £180m of debt, while the investors put in £85m of equity and £85m of loan notes. A relatively small decline in the value of the underlying company, Randsworth Trust, which had borrowings of its own, could wipe out the value of the equity in Randsworth itself.

The administrative receivers, KPMG Peat Marwick, have not yet gone through Randsworth's books. But in April 1991, Credit Suisse First Boston calculated that the portfolio's value was £237m. The portfolio, which is concentrated in shops and offices in the West End, has probably fallen in value since then. Set against these assets are the claims of creditors, which lent some £450m to Randsworth, according to CSFB. The most secure are the debenture holders, which have the first claim against £135m of the assets of London & Provincial Shop Centres, Randsworth's chief subsidiary. Then there is £209m of bank debt, which is secured by first and second charges on the property and a floating charge on other assets. Loan note holders and equity investors are at the end of the queue.

Randsworth has not gone down without a fight. In early 1991, it raised a further £85m from its shareholders. But over the past 15 months, its attempts to raise more equity or persuade its bank to swap debt to equity have failed.

This debacle has largely deterred other US investors from making excursions into the UK property market. Even JMB, which expects to make further property investments in Europe, says there may be "a short term negative effect from Randsworth".

CONTRACTS & TENDERS

INVITATION FOR BIDS

Lot No : 2802 TU
File No : 114-IBWDIB-253
Order No : 114-IBWDIB-253
Date of issuance : 13.3.1992
Bid Submission Date : 28.4.1992

1. The TURKISH ELECTRICITY AUTHORITY, hereinafter referred to as TEKE, has received a loan amounting 140,000,000 USD from the WORLD BANK in various currencies towards the cost of Power Systems Operations Assistance Project and part of the proceeds of this loan will be applied to eligible payments under the Contract(s) for which this Invitation For Bids issued.

2. The TURKISH ELECTRICITY AUTHORITY now invites sealed bids from eligible Bidders for supply of a total of apparatus and equipment for distribution systems.

All the above equipment shall be supplied according to the Bidding documents.

Each bidder may submit a bid for any item of instruments or combination of items. All bids and combination of bids shall be opened and evaluated simultaneously in order to determine the bid or combination of bids offering the best alternative solution for TEKE. The bidders shall be allowed to offer a discount price for the combination of the contract.

3. Interested eligible Bidders may obtain further information from and inspect the Bidding Documents at the office of:

TURKISH ELECTRICITY AUTHORITY
General Management
Commercial Affairs Department
İstiklal Bulvarı No: 27 Kat: 1
Bağcıköyler San. Durak
ANKARA/TURKEY
Tele: 42245 tel: 4

4. A complete set of Bidding Documents may be purchased by any interested eligible Bidder on the submission of a written application to the above office and upon payment of a non-refundable fee of \$50 USD or 300,000 TRL (excluding VAT) at the following address:

TURKISH ELECTRICITY AUTHORITY
General Management
Department of Finance
İstiklal Bulvarı No: 27 Kat: 4
Bağcıköyler San. Durak
ANKARA/TURKEY

Those Bids submitted by the Bidders who did not purchase the Bidding Documents shall be rejected.

5. All bids must be accompanied by a bid security in an acceptable form of not less than 3% (three percent) of the bid price and must be delivered to the above office on or before 12.00 hours on 28.4.1992.

6. Bids will be opened in the presence of those Bidders' representatives who choose to attend at 14.00 hours on 28.4.1992 at the office:

TURKISH ELECTRICITY AUTHORITY
General Management
Procurement Commission
İstiklal Bulvarı No: 27 Kat: 1
Bağcıköyler San. Durak
ANKARA/TURKEY

7. BILL OF MATERIALS
1. Cutters
a. Mechanical cutters : 292
b. Hydraulic cutters : 146
2. Portable punch : 365
3. Impact drill : 365
(B33953)

GENEVA SWITZERLAND

Full Service is our Business:
International law and tax. Maxbox,
furnished offices and conference
rooms for daily or monthly rental,
tele and telecopier services.
Formation, domiciliation
and administration of offices and
foreign companies.
Full conference and
dinner service assured.
**BUSINESS ADVISORY
SERVICES LTD**
7 Rue Major, 1207 Geneva
Tel: 022 475 4322
Fax: 022 44 44

COMPANY NOTICES
**SPANISH 4% EXTERNAL
LOAN 1992 ISSUE**
The coupons due 1st April 1992
may be presented for payment at
Banco Exterior International, 9 King
Street, London EC2V 8BB between
the hours of 10 a.m. and 2 p.m.
London 13th March 1992

FOR SALE 108,100 sq.ft. (with short term income)

**LEA VALLEY
Nth. CIRCULAR
WITH PLANNING
PERMISSION FOR
OFFICES AND
BUSINESS UNITS**

VIEWING BY APPOINTMENT WITH EITHER
HERRING RON & DAW 071-704 9186
CONTACT: JONATHAN WILKINSON
OR THE SKILLION GROUP 011-807 2233
CONTACT: STEVE NEWMAN

FINANCE AVAILABLE

**HERRING
SON & DAW**
071-734 8155
26-35 Bouverie Street London W1X 9QJ

LONDON WC2

Quality office suites to let from 150-1000 sq ft.
New short term leases -
rent only £30 per sq ft
INCLUSIVE.

Tel: 071-499 0866 ref MD

PHASE II FFOREST PARC SWANSEA ENTERPRISE ZONE

100% TAX ALLOWANCE 10% INITIAL NET YIELD

**LIGHT INDUSTRIAL UNITS AVAILABLE
FOR TAX SHELTER THIS YEAR.**
FOR FURTHER DETAILS
PHONE 0273 24122 FAX 26077

INVESTING IN ENTERPRISE SWANSEA

LOCATION WITHOUT EQUAL IN IRELAND
Manor House hotel, 30 en-suite rooms. Rebuilt, refurbished roof to ground. Re-wired, re-plumbed, new central heating. Magnificent original Oak Panelled GREAT HALL with seated function capacity 130. Dining room 70 covers. Hotel and music/dancing licence. On small wooded estate with extensive SEA FRONTAGE, Gate Lodge, hard Tennis court, rolling lawns and walled gardens. Unique two bedroom, bathroom, balcony TREE HOUSE. Own JETTY, slipways and boats. Ministry of Marine and Planning Approval for MARINA. Old BOATHOUSE RESTAURANT 60 covers. HIGH DEVELOPMENT/PRECIPITATION POTENTIAL for Hotel, Health/Leisure centre etc. Offers in excess of two million invited. Principals only.

Robertson. Dromquinna Manor Hotel, Blackwater Bridge P.O., nr. Kenmare, Killarney, Co Kerry, Ireland. Phone 064-41657. Fax 064-41791

LONDON OFFICE PROPERTY

This survey will be published on
Friday 8th May.

For editorial synopsis and advertising rates,
please contact:

Peter Shield on 071-873 3284,
or write to him at Financial Times,
One Southwark Bridge,
London, SE1 9HL

INTERNATIONAL PROPERTY

IN THE HEART OF GENEVA

To let
4700m²
ideal for banking premises

For information:

GEOFINANCE SA
7, rue Robert-de-Traz Tel: 022/47 55 44 Fax 022/47 61 50
1206 Geneva

INVESTING IN SWITZERLAND

FOR SALE 21,880 SQUARE METERS OF LAND IN SOUTHERN SWITZERLAND IN THE CANTON OF TICINO DIRECT AT THE LAKE OF LUGANO.
PLANNING PERMISSION FOR FIVE STAR APARTMENT/HOTEL WITH 140 APARTMENTS/290 BEDS
300 FT SHORE AT THE LAKE, MOORING FOR 60 YACHTS, TENNIS, MINIGOLF, RESTAURANT, BISTRO, PARKING ETC.
START OF CONSTRUCTION WORK MARCH 92, SITE VIEWING ANY TIME POSSIBLE
PRICE FOR LAND sfr. 13,500,000, FOR THE COMPLETE COMPLEX sfr. 44,000,000
ENQUIRIES TO: MR. BUCHER, ARCHITEKT, CH-8645 JONA
FAX No: 0141 55 283056

SPAIN Costa del Sol

UNIQUE INVESTMENT
16% NET RETURN PR. ANNUUM FOR 3 YEARS WITH FIRSTCLASS BANK GUARANTEES.

New development - 20 super - Townhouse - luxuriously furnished.

3 bedrooms, 2½ bathrooms, lounge, kitchen, marble floors, garage, private garden, communal pool with large gardens.

Near golf and tennis.

12 miles from Malaga. Marbella.

Total area: 450 million metres

Min sale 10 houses

P.O.BOX 561, pmb 6261

International Commercial Centre

GIBRALTAR - FAX 43465.

BAIE DU MONT SAINT MICHEL

FOR SALE

HOTEL RESTAURANT

2 STAR RN

* 43 bedrooms

* Superb amenities

* Excellent location

Price FPT12,300,000

CESTIM

- 27 rue du 11 Novembre

14000 CAEN, FRANCE

Many other businesses for sale

Please contact us

BRITTANY, RENNES

400 m frontage on the Circular

TO LET

Industrial premises: 21,600 sq ft

Offices: 1,800 sq ft

Advertising frontage: 12,000

sq ft

Land: 3 acres

Tel: Before 10.00 and after

18.00 hrs

010 33 628 42573

TAX ALLOWABLE FREEHOLD PROPERTY INVESTMENTS
PRICES FROM £25,650
TO OVER £1M

• 1-2 Year Lease Guarantees Review - Interest Yield 8%-10%

• 100% Rent Review - 40% on review

• 100% Tax Relief

• 100% Capital Allowances

• 100% Investment Allowance

• 100% Research & Development Allowance

• 100% Energy Efficiency Allowance

• 100% Employment Allowance

• 100% Small Business Investment Allowance

•

COMMODITIES AND AGRICULTURE

US wins and loses copper smelter projects

By Kenneth Gooding, Mining Correspondent

ONE BIG copper smelter project in the US was cancelled yesterday almost exactly at the same time as another was given the go-ahead.

RTZ Corporation, the world's biggest mining company, said it would apply for permits to build a \$380m smelter at its Bingham Canyon complex near Salt Lake City, with capacity to produce 272,000 tonnes of copper a year.

But Mitsubishi Material Corporation of Japan said it could no longer afford to wait for permits for the smelter it planned at Texas City, Texas. It has been battling US authorities and environmentalists over the smelter, designed to produce 180,000 tonnes of copper a year since 1989.

"We cannot afford to continue the project for cost and time reasons," said Mr Takeshi Nagano, MMC's chairman.

Cancellation of the project, which would have been a showpiece for Mitsubishi's own smelting technology, had been expected in the industry. Many employees had been switched from Texas to work on another copper smelter, Mitsubishi plans for Thailand.

Mr Bob Wilson, RTZ's chief executive, said he had no doubt that his group's project would also cause environmental controversy. But, whereas Texas City was a greenfield project, RTZ's would replace an existing smelter with one that was environmentally slightly superior. "Also the Bingham Canyon complex is already a major part of the local economy," he pointed out. The mine and smelter employ 2,400.

The new RTZ smelter will use "flash smelting" technology developed by Outokumpu. The state-owned Finnish group, followed by "flash converting," a process developed by Outokumpu and Kennecott, the RTZ subsidiary which operates Bingham Canyon. RTZ said this would enable more than 99 per cent of the sulphur contained in the copper concentrate being processed to be captured and sulphur dioxide emissions would be reduced to one-twentieth of the allowable level in Utah.

In addition, although the new smelter would have double the capacity of the existing plant, it would use two-thirds less water and require only one-half as much energy per tonne of copper produced, said RTZ.

In the past few years Kennecott has spent more than \$625m to modernise and expand Bingham Canyon. A \$124m fourth mill line started up in January and this will

boost annual production of copper concentrates (an intermediate material) by 25 per cent to 1m tonnes. Bingham already exports 50 per cent of its concentrates (mainly to Japan) and without the new smelter it would have to send half its concentrates elsewhere for smelting.

Mr Wilson said RTZ would save 7 cents a lb of copper produced (\$154 a tonne) on transport costs alone. The new smelter's operating costs would be half those of the existing plant. For commercial reasons he refused to give details of present costs.

• RTZ was still keeping the industry guessing yesterday about its Lihir Island gold project in Papua New Guinea, one of the biggest known gold deposits outside South Africa. Mr Wilson said a feasibility study for the \$770m project

was being prepared for submission to the PNG government by the end of this month but refused to be drawn about whether this indicated RTZ would go ahead if the government agreed to the conditions contained in the study.

The study looks for 2.8m tonnes of ore to be treated to produce 500,000 troy ounces of gold annually for the first five years of operation.

The PNG government has been putting pressure of RTZ to make up its mind and in July extended the UK group's prospecting licence for only nine months instead of the usual two years. Mr Wilson said RTZ had applied for another renewal of the licence.

RTZ owns 80 per cent of Lihir, via Kennecott, with Niugini Mining, a subsidiary of Battle Mountain Gold of the US, having the other 20 per cent.

Russia in disarray over Sakhalin oil

By Leyla Boultou in Moscow

RUSSIAN DEPUTIES are still in disarray over whether to block the award to a US-Japanese consortium of a feasibility study for the development of oil and gas reserves of the far eastern Sakhalin Island.

But despite this latest illustration of the chaos involved in trying to do business in Russia, the consortium is optimistic that it will conclude a feasibility study agreement by an end-March deadline agreed with the Russian government.

Negotiators from the various parties, including Sakhalin, mornostegas, the local oil and gas enterprise, are already in Moscow to finalise the terms and conditions of the contract – even though it is understood that the Russian government has yet to appoint its negotiator.

The government chose the consortium – made up of McDermott, the US engineering company, Marathon Oil Company, and Japan's Mitsui – as the winners of a much-dragged-out tender process at the end of January. The contract, which has yet to be signed, is to conduct a study into developing two oil and gas fields with estimated reserves of 90m tonnes of oil and con-

densate and 350bn cubic metres of gas.

But after a protest from the island's governor, Mr Valentin Fyodorov, a special parliamentary commission was set up to investigate his claims that the deal would harm local interests and that the tender was badly structured.

Following the passing of a Monday deadline for a parliamentary decision on the issue, Mr Vladimir Shumakov, the deputy speaker who also heads the commission, said in a newspaper interview that a decision would be reached "in a few days' time". He suggested that the commission would clear the deal on condition that the government introduce anti-monopoly measures for the exploitation of reserves.

But a colleague on the commission, Mr Sergei Mikhalkov, said yesterday that some members, including himself, wanted to scrap the deal and start the tender all over again.

To further confuse matters, it is not yet clear what the two deputies mean when they talk of the need to divide up "the territory" among rival consortia. If they mean sharing out the two fields – the gas-rich Lungskeye and the oil-rich

Tiumen, they might lose their workforce when the roubles they pay their Ukrainian workers are replaced by a different currency in Ukraine.

Since becoming independent late last year Ukraine has sought to decrease its dependence on the Russian central government for costly oil. One avenue has been an agreement to purchase 5m tonnes from

Iran within three years.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

Brazil's biggest producers of FCOJ made a preliminary estimate for the 1992-93 crop of 262m boxes (40.5 kg each), up from 240m boxes in 1991-92.

The Brazilian Association of Citrus Juice Industries (Abrasucos), which represents small and medium size processors, made a preliminary estimate of 260m boxes.

rainfall has been sufficient, industry officials said.

- Current Unit Trust prices are available on FT Cityline. Calls charged at 36p/minute cheap rate and 48p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 925-2128.

FT MANAGED FUNDS SERVICE

• Current Unit Trust prices are available on FT Cityline. Calls charged at 38p/minute cheap rate and 48p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 925-2128.

32

Unit Trust	Offer	Price	+ or -	Yield	Units	Unit Trust	Offer	Price	+ or -	Yield	Units	Unit Trust	Offer	Price	+ or -	Yield	Units	Unit Trust	Offer	Price	+ or -	Yield	Units	Unit Trust	Offer	Price	+ or -	Yield	Units						
Norwich Union Life Insurance Soc. Cont'd.						Prov Mutual Mutual Life Ass. Assn.	£0.41	£0.43	2232			Scottish Amicable	£0.405	£0.393	-0.2%	1.0%		Westgate Assurance Society	£0.405	£0.399	2002			Prov Capital International Ltd	£0.405	£0.405	0.0%	1.0%		Rutherford Asset Management - Cards	£0.405	£0.405	0.0%	1.0%	
Private Sector & Unit Link Fund						Fund Interests Inc.	£0.425	£0.425	-0.2%			St. Mary's Court, Northern	£0.405	£0.399	-0.2%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Financial Services Ltd	£0.405	£0.405	0.0%	1.0%							
Silver Fund	£170.4	169.4	-0.6%			Deposit Inv.	£0.425	£0.425	-0.2%			Manager	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Ordnance Share Fund	£170.4	169.4	-0.6%			Penfolds Fund	£0.425	£0.425	-0.2%			Proven Inv.	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Property Fund	£162.0	159.0	-2.0%			Managed Inv.	£0.425	£0.425	-0.2%			International Inv.	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
First Investors Fund	£162.0	159.0	-2.0%			Managed Inv.	£0.425	£0.425	-0.2%			Australia	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Investment Fund	£162.0	159.0	-2.0%			Managed Inv.	£0.425	£0.425	-0.2%			Asia Pacific	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Deposit Inv. Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Europe	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			USA	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			UK	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Jersey Investors Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Emerging	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
With Profits Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Europe	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Joint Equity Inv.	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			America	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Joint Equity Inv.	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			International	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Norwich Union Pensions Management Ltd						Equity Inv.	£0.425	£0.425	-0.2%			North America	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Savvy Street, Norwich NR1 3NC						Equity Inv.	£0.425	£0.425	-0.2%			Europe	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Balanced Managed Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Australia	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Deposit Inv. Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Emerging	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Asia Pacific	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Europe	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			America	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			International	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			North America	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st 1st 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Europe	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st 1st 1st 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Australia	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st 1st 1st 1st 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Emerging	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%	1.0%							
Managed Inv. Fund 1st 1st 1st 1st 1st 1st 1st 1st	£162.0	159.0	-2.0%			Equity Inv.	£0.425	£0.425	-0.2%			Asia Pacific	£0.405	£0.405	0.0%	1.0%		Shore Frcs. Mgmt.	£0.405	£0.405	0.0%	1.0%		J. D. Ward Fin. Servs.	£0.405	£0.405	0.0%</								

FT MANAGED FUNDS SERVICE

- Current Unit Trust prices are available on FT Cityline. Calls charged at 36p/minute cheap rate and 48p/minute at all other times. To obtain a free Unit Trust Code Booklet ring (071) 925-2126.

FOREIGN EXCHANGES

Dollar up but sterling totters

THE DOLLAR pushed upwards after surprisingly strong US retail sales figures yesterday afternoon but climbed less quickly than analysts expected, writes Neil Buckley.

Sterling, meanwhile, had a very shaky day as political nervousness gripped the markets. It was down more than a pence against the D-mark and a cent against the dollar, with the sterling index sliding from 90.2 to 89.7.

The dollar climbed more than 1½ pennies in late European trade after US retail sales figures for February jumped 1.3 per cent, compared with the 0.7 per cent expected. This was from a January base that was revised upwards to a 2.1 per cent increase, rather than the 0.6 per cent first reported.

"The strength of the figures suggest the dollar will rise even further," said Mr Gerard Lyons, chief economist at DKB International. "I'm surprised the immediate reaction wasn't stronger."

A 20,000 rise in the US weekly jobless claims to 455,000 was largely ignored by the market, as the dollar pushed up to DM1.6735 from a DM1.6655/65 start. Against the yen, it rose to Y134.20 from Y133.55.

Dealers said a big sell order sitting at DM1.6740 may have

slowed the dollar's rise, with a few speculators, including a major middle east operator, deciding to take profits. But most felt the dollar was still firmly on an upward trend, and would soon breach the DM1.80 and Y136 barriers.

In late Asian trading it had remained strong, and broke the D-mark for the first time in six months. It finished below its floor following the sterling index sliding from 90.2 to 89.7.

The dollar climbed more than 1½ pennies in late European trade after US retail sales figures for February jumped 1.3 per cent, compared with the 0.7 per cent expected. This was from a January base that was revised upwards to a 2.1 per cent increase, rather than the 0.6 per cent first reported.

"The strength of the figures suggest the dollar will rise even further," said Mr Gerard Lyons, chief economist at DKB International. "I'm surprised the immediate reaction wasn't stronger."

A 20,000 rise in the US weekly jobless claims to 455,000 was largely ignored by the market, as the dollar pushed up to DM1.6735 from a DM1.6655/65 start. Against the yen, it rose to Y134.20 from Y133.55.

Dealers said a big sell order sitting at DM1.6740 may have

inflation figures ruling out a Bank of Spain rate cut.

Sterling dropped more than a pence to DM1.8878/85, against a DM2.8715/20 on Wednesday, and as it was close to its effective floor against the top-placed peseta, it tended to drag the Spanish currency down with it. It briefly dropped below its floor following the Yen's fall.

Sterling also slumped against the dollar, to \$1.704, from \$1.7240 on Wednesday.

The combination of a poorly received Budget and electoral uncertainty has produced a very weak sterling," Mr Lyons said.

"It looks vulnerable, and in the next few weeks it will be driven not by economic factors, but by the opinion polls."

Dealers warned that good showings by the Labour Party in this weekend's opinion polls could see the Bank of England having to underpin sterling.

EMS EUROPEAN CURRENCY UNIT RATES

Mar 12	Latest	Previous Close	Change	Central Rate	Amounts Agreed	% Change from Central Rate	% Spread or Weakened	Divergence Indicator
Euro	1.7275 - 1.7279	1.7275 - 1.7285	-0.0004	1.7275	1.7275 - 1.7285	-0.0004	0.00	0.00
1 month	1.7265 - 1.7285	1.7265 - 1.7285	-0.0004	1.7265	1.7265 - 1.7285	-0.0004	0.00	0.00
12 months	1.7255 - 1.7285	1.7255 - 1.7285	-0.0004	1.7255	1.7255 - 1.7285	-0.0004	0.00	0.00
Forward premium and discounts apply to the Euro								
STERLING INDEX	Mar 12	Previous						

Commercial rates taken towards the end of London trading. Six-month forward dollar 5.04-4.99%, 12 Month 6.73-6.83%.

CURRENCY MOVEMENTS

Mar 12	Bank of England Quotations	Morgan Guaranty Currency Unit
US dollar	99.7	101.0
Canadian dollar	101.1	101.1
Australian dollar	101.1	+0.6
Belgian Franc	111.5	-1.3
Denmark Krone	108.3	-0.2
D-Mark	108.2	-0.2
Dollar	108.2	-0.2
French Franc	114.5	+0.2
Irish Franc	114.4	+0.2
French Franc	112.5	-0.2
Iraqi Dinar	112.5	-0.2
Swiss Franc	113.4	+0.2
Yen	113.4	+0.2
Morgan Guaranty changes:	1980-1982 +1.0%	Bank of England Index
1983-1985 +0.0%	Base	
Average 1985-1991	+0.0%	Percent for Mar 12

CURRENCY RATES

Mar 12	Bank of England Quotations	Special Drawing Rights	European Central Bank Quotations
US dollar	—	0.7038/941	0.7038/941
Canadian dollar	1.25	1.22/24	1.22/24
Australian dollar	1.11	1.08/11	1.08/11
Belgian Franc	8.50	8.45/8.50	8.45/8.50
Denmark Krone	6.00	5.95/6.00	5.95/6.00
D-Mark	2.27/29/32	2.24/26/27	2.24/26/27
Dollar	2.27/29/32	2.24/26/27	2.24/26/27
French Franc	10.95	10.85/11.05	10.85/11.05
Irish Franc	10.95	10.85/11.05	10.85/11.05
Swiss Franc	10.95	10.85/11.05	10.85/11.05
Yen	10.95	10.85/11.05	10.85/11.05
Morgan Guaranty changes:	1980-1982 +1.0%	Bank of England Index	
1983-1985 +0.0%	Base		
Average 1985-1991	+0.0%	Percent for Mar 12	

A basic rate refers to central bank discount rates.

These are quoted by the UK, Spain and Ireland.

All SDR rates are for Mar 11

OTHER CURRENCIES

Mar 12	L	S	£
Australia	1.4920 - 1.4970	0.9000 - 0.9050	0.9224 - 0.9251
Brunei	2.2570 - 2.2600	1.2540 - 1.2550	1.2550 - 1.2560
Finland	2.7140 - 2.7160	1.6100 - 1.6120	1.6120 - 1.6130
Greece	1.2570 - 1.2600	0.7175 - 0.7180	0.7180 - 0.7185
Hong Kong	1.2520 - 1.2550	0.7175 - 0.7180	0.7180 - 0.7185
Iraq	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
Iraqi Dinar	1.3175 - 1.3200	0.8700 - 0.8720	0.8720 - 0.8730
Malaysia	1.3040 - 1.3070	0.8700 - 0.8720	0.8720 - 0.8730
New Zealand	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
South Africa	1.4925 - 1.4955	0.9000 - 0.9050	0.9224 - 0.9251
Sweden	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
S. Africa Rand	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
U.K. Punt	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
Portuguese Escudo	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
Yuan	1.4920 - 1.4950	0.9000 - 0.9050	0.9224 - 0.9251
Asian SDR	—	—	—

A basic rate refers to central bank discount rates.

These are quoted by the UK, Spain and Ireland.

All SDR rates are for Mar 11

MONEY MARKETS

Gloom grips traders

GLOOM spread over the UK money market yesterday, with rates firming across the board and the prospect of great uncertainty ahead.

A bigger-than-expected rise in Spanish inflation (0.7 per cent against 0.3 per cent) left the Spanish authorities without room to make another interest rate cut. That, together with a fall in sterling, dealt a final blow to a sterling deal in the UK.

"The market is fighting scared. It's scared of a change of government or of a hung parliament, the PSBR is a

horror story, and there seems to be no end in sight to the recession," said one dealer.

"There seems to be nothing to relieve the gloom, and the feeling is that if the base rate is going in any direction, it might be up."

Sterling interbank rates reflected this by going above a normal 10% per cent gearing, with the whole spectrum from the one week to one year at between 10% and 10% per cent.

The key three-month interbank rate firmed 1% to 10%.

Heavy selling caused the

June sterling contract to tumble from 89.56 to a low of 89.31, defying expectations of strong support at 89.42, recovering only to 89.34.

Day funding was already driven up from 10% to 10% before lending by the Bank of England brought them down to 10% per cent.

The Bank forecast a shortage of around £700m, but did not operate on the early round. At midday, it revised the forecast to £550m, and purchased £200m band 1 bank bills, and £54m band 2 bank bills, both at 10% per cent.

The forecast was later revised back to £500m, and the Bank purchased a further £125m band 1 bank bills, and £16m band 2 bank bills, both at 10% per cent. It provided late assistance of £170m.

German money rates remained locked at 9.55/65 per cent, with no sign of easing, although high reserve levels and a DM1.6bn injection by the Bundesbank on Wednesday were preventing a rise.

The Federal Reserve added reserves to its US banking system through four-day system repurchase agreements, to cover a shortage caused by the maintenance period ending on March 18. Federal funds were trading at 3% per cent, below the Fed's presumed 4 per cent target.

Heavy selling caused the

CURRENCIES, MONEY AND CAPITAL MARKETS

FOREIGN EXCHANGES

Dollar up but sterling totters

THE DOLLAR pushed upwards after surprisingly strong US retail sales figures yesterday afternoon but climbed less quickly than analysts expected, writes Neil Buckley.

Sterling, meanwhile, had a very shaky day as political nervousness gripped the markets. It was down more than a pence against the D-mark and a cent against the dollar, with the sterling index sliding from 90.2 to 89.7.

The dollar climbed more than 1½ pennies in late European trade after US retail sales figures for February jumped 1.3 per cent, compared with the 0.7 per cent expected. This was from a January base that was revised upwards to a 2.1 per cent increase, rather than the 0.6 per cent first reported.

"The strength of the figures suggest the dollar will rise even further," said Mr Gerard Lyons, chief economist at DKB International. "I'm surprised the immediate reaction wasn't stronger."

A 20,000 rise in the US weekly jobless claims to 455,000 was largely ignored by the market, as the dollar pushed up to DM1.6735 from a DM1.6655/65 start. Against the yen, it rose to Y134.20 from Y133.55.

WORLD STOCK MARKETS

NOTES - Prices on this page are as quoted on the individual exchanges and are last traded prices. (a) unavailable at close of U.S. session; (b) not available.

Visiting New York

When you stay at this fine hotel you can receive a complimentary copy of the

FINANCIAL TIMES

The logo for Four Seasons The Pierre. It features a stylized green pine tree at the top. Below the tree, the words "Four Seasons" are written in a serif font, with "Four" on top and "Seasons" on the bottom. Underneath "Seasons", the word "The" is written in a smaller, italicized script font. Finally, "Pierre" is written in a large, elegant cursive script font below "The".

Tel: (312) 828-8222 Fax: (312) 642-6117

FINANCIAL TIMES

LONDON • PARIS • FRANKFURT • NEW YORK • TOKYO

NEW YORK STOCK EXCHANGE COMPOSITE PRICES

3:00 pm prices March 12

ENTER SIGNATURE

Marlboro

20 CLASS A CIGARETTES

مکانیزم

AMERICA

Retail shares mixed as Dow stages recovery

Wall Street

US equities recovered from a weak start to stand slightly higher at midsession, writes Karen Zayor in New York.

At 1.30 pm, the Dow Jones Industrial Average was 0.67 higher at 3,194.32, after falling as low as 3,194.32 in the morning. Volume on the NYSE was unexceptional, with 10m shares changing hands by 12.30 pm. In spite of the Dow's mid-morning recovery, declining issues led those advancing by a ratio of two to one and the broadly-based Standard & Poor's 500 was 0.14 lower at 403.89 at 12.30 pm.

Silicon Graphics plummeted 55% to \$21.1 in unusually heavy volume after the company agreed to acquire Mips Computer Systems in a stock swap merger. Mips soared \$2 to \$13 in active over-the-counter trading.

Retail stocks were actively traded. Lands End, the big US catalogue retailer, climbed \$1.1 to \$31.7 on the back of fourth quarter earnings of \$1.10 a share, up from 78 cents a year earlier.

In contrast, Dayton Hudson saw operating profit fall in all three of its divisions for the year. Same store sales rose by

only 2 per cent year-on-year for the group overall. Dayton Hudson tumbled \$3 to \$63 on the results.

Wal-Mart firmed 8% to \$83.1 after boosting its quarterly dividend from 4.25 cents a share to 5.25 cents a share. Traditionally, the discount retailer has been a low-yielding stock, since

Shares in Black & Decker, the US power tool and home appliance maker, fell 1% to \$28.3 on news that it had filed for a public offering of shares in information systems and services division. Black & Decker also filed to offer 18m of its own stock. The shares are expected to bring in net proceeds of up about \$350m, including the repayment of some inter-company debts.

In the secondary market, the Nasdaq composite was quoted 2.11 lower at 615.03 at midsession.

Canada

TORONTO saw the TSE-300 composite index break below its 40-week moving average at midday on fears of higher interest rates. The TSE-300 fell 2.6 to the day's low of 3,475.0, declines leading advances by 29 to 118 in total value of 17.5m shares valued at C\$135.2m.

Canadian bonds fell on stronger US retail sales. Three-month T-bills were yielding 6.62 per cent, or 16 basis points above last week's average auction price. Analysts expected the Bank of Canada to raise its key rate later in the day.

EUROPE

Dealers try to justify the continent's gloomy mood

DEALERS looked for reasons to explain the feeling of gloom on the Continent yesterday, writes Our Markets Staff.

PARIS revived sheep-like characteristics not seen for several months, and followed London and Wall Street lower. Dealers were surprised that the CAC-40 index found no support at 1,950 and blamed it on profit-taking in a thin market. The CAC-10 index closed 26.27 or 1.3 per cent lower at 1,941.75 in turnover of FF24.4bn.

Elf fell to FF1658, below the FF1760 issue price for the government's sale of 1.3 per cent of the company before closing 10 continued at FF1760. LVMH lost another FF106 to FF14.56. Lyonnaise-Dumer dropped FF19 or 3.7 per cent to FF1493 on rumours that a big US contract to build an offshore platform had been cancelled. Chargeurs dropped FF34 to FF11.96 on disappointment with its 1991 results.

Hachette fell FF17.50 to FF17.76 after the Italian media magnate, Mr Silvio Berlusconi said his bid to take over Hachette's bankrupt TV affiliate, La Cinq, had met tough resistance in Paris.

FRANKFURT kept a low profile, with turnover remaining flat at DM5.3bn. The FAZ index fell by 4.40 to 707.83 at midsession, and the DAX by 15.32 to 1,727.50 at the close.

Declines in the big three chemicals reflected their results this week. BASF (the worst) falling DM3.50 to DM245.10, Hoechst by DM13.10 to DM252.40, and Bayer, the only one to hold the dividend, by just DM1.30 to DM227.70.

Engineers and steel showed above-average declines after outperforming the market in January and February. Mr Adrian Hopkinson of County NatWest said that sellers might be looking for fundamental reasons to back a more general feeling of gloom. For what it was worth, Thyssen may have been affected by a 14

per cent drop in German steel orders, in volume terms, in January; and Mannesmann, apart from that, by cellular telephone projections published on Wednesday, which disappointed some observers.

MADRID concluded that hopes of an interest rate cut had to be shelved after year-on-year inflation rose from 5.9 per cent in January to 6.8 per cent in February. The general index closed 3.47 lower at 399.76.

Banesto, Bilbao Vizcaya and Santander, which had recovered well in January and February, fell by Pt146 to Pt2.85, Pt170 to Pt2.80 and Pt190 to Pt2.70, respectively. But defensive stocks like utilities held up well. Construction stocks were supported by news that the government planned to spend more on roadbuilding.

MILAN fell on uncertainty ahead of the April general election and signs that the San Paolo share offering was going badly. Around 95 per cent of monthly call options were abandoned yesterday. Some dealers said, paradoxically, this was a good sign, since operators with whom the call options had been taken out had not wanted to sell the underlying stock at current low levels. The Comit index fell 3.35 to 511.35 in turnover estimated at near Wednesday's 1.05bn.

Fiat fell L45 to L4,800 after hours. Mediobanca, which said it is ready to support San Paolo shares in London, fell L100 to L14,190. Trading in San Paolo shares is due to start in mid-

April.

The cement company Calcestruzzi initially fell L600 or 5.5 per cent to L15,550 as the market decided it had paid too much for a majority stake in the Greek cement group, Hellenic. But it was then recovered to L64,400 thanks to a large buy order of 300,000 shares.

ZURICH remained depressed by high interest rates, as benchmark three-month Eurofranc rates rose by 4 to 84 per cent. The SFI index fell 9.2 to 1,118.6.

BRUSSELS saw a few blue chips buck the market's easier trend. The Bel-20 index fell 2.21 to 1,204.85, but Solvay performed after recent falls to end BF175 higher at BF12,400 francs. There was heavy trading in Gechem which fell BF174 to BF187.

AMSTERDAM ended lower as a late rebound failed. The CRB Tendency index fell 1.4 to 133.5. The market was disappointed by 1991 results from ABN Amro and KNP. ABN Amro fell to F1 46.20 before closing F1 20.10 down at F1 46.30. KNP lost F1 20.00 to F1 45.60 after the company forecast lower first half net and voiced concern about the overcapacity in the paper industry.

STOCKHOLM was unmoved by a 2.5 per cent year-on-year inflation for February, the lowest in 23 years, or by Procordia's 21 per cent rise in 1991.

The food and pharmaceuticals group saw its B shares close down SKr1 at SKR20 as the Aktievarvarden index fell 1.1 to 1,226.

Industrial fell 15 to 4,382 and the all-share lost 8 to 3,571.

Companies and investment trusts were seen liquidating holdings of large-capital stocks and high-technology issues in the morning. However, bargain hunting by foreign investors lifted blue chips, which have been heavily sold during the past week. Nippon Steel improved Y5 to Y310 and Hitachi also Y5 to Y310.

Short-term traders targeted drug and AIDS-related issues, Okamoto, the most active issue.

SOUTH AFRICA

JOHANNESBURG gave up early gains as traders turned their attention to the world cup cricket match between England and South Africa. The all-gold index fell 1 to 1,226.

Industrials fell 15 to 4,382 and the all-share lost 8 to 3,571.

FT-ACTUARIES WORLD INDICES

Jointly compiled by The Financial Times Limited, Goldman, Sachs & Co., and County NatWest/Wood Mackenzie in conjunction with the Institute of Actuaries and the Faculty of Actuaries

NATIONAL AND REGIONAL MARKETS	WEDNESDAY MARCH 11 1992						TUESDAY MARCH 10 1992						DOLLAR INDEX				
	US Dollar Index	Day's Change %	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	Local % chg on day	US Div. Index	Pound Sterling Index	Yen Index	DM Index	Local Currency Index	1991/92 High	1991/92 Low	Year ago		
Australia (69)	144.88	+0.0	124.35	122.14	125.17	127.38	+0.1	134.74	144.71	128.06	121.48	125.79	127.17	160.31	112.74	131.26	
Austria (20)	170.94	-0.6	145.88	141.83	147.68	148.08	-0.7	157.02	172.05	149.88	144.58	146.04	222.37	183.88	209.04	142.20	
Belgium (46)	130.20	+0.0	118.78	117.55	117.07	117.07	+0.0	137.18	136.18	110.93	115.28	120.10	147.04	151.20	138.04	142.20	
Canada (56)	130.50	+0.0	126.28	125.82	126.28	126.28	+0.0	130.50	130.50	126.28	126.28	126.28	126.28	130.50	126.28	130.50	
Denmark (36)	940.01	+0.2	207.28	202.92	207.53	210.71	-0.1	233.49	208.36	201.03	208.17	210.98	273.94	217.74	228.04	217.74	
Finland (19)	80.85	+2.0	69.50	82.27	89.95	77.19	+2.1	22.70	79.30	68.55	66.57	66.94	155.15	155.15	138.73	119.54	
France (108)	153.66	-0.2	130.07	129.71	132.92	136.19	-1.0	32.6	154.43	129.63	124.33	123.42	123.74	137.54	153.63	119.11	145.88
Germany (65)	118.57	+0.0	101.91	101.11	102.57	102.57	-0.5	22.22	118.61	102.57	99.68	103.10	103.10	103.10	103.10	99.68	117.82
Hong Kong (55)	208.18	+1.8	176.91	175.79	175.79	175.79	+0.0	122.22	122.22	122.22	122.22	122.22	122.22	122.22	122.22	122.22	122.22
Iceland (1)	11.57	+0.8	10.57	10.57	10.57	10.57	+0.8	3.67	12.52	12.52	12.52	12.52	12.52	12.52	12.52	12.52	12.52
Italy (77)	71.57	+0.8	61.51	60.42	51.91	68.67	+0.3	3.48	71.02	61.38	59.52	61.74	60.45	88.23	84.76	84.74	84.74
Japan (473)	108.83	-1.7	55.51	54.91	51.87	51.87	-1.1	1.93	110.72	105.56	92.94	95.26	92.94	105.97	105.83	104.25	104.25
Malaysia (68)	239.91	+0.3	203.19	202.52	207.54	226.81	+0.5	2.81	238.11	209.71	200.71	207.84	238.65	250.18	189.18	241.73	241.73
Mexico (18)	1,700.56	+1.0	1461.59	1459.80	1471.35	1500.56	+1.0	1.99	1601.35	1454.93	1419.13	1401.88	1401.88	1534.48	1534.48	1421.73	1421.73
New Zealand (14)	150.04	+0.0	138.51	138.51	138.51	138.51	+0.0	1.49	140.49	129.59	129.59	129.59	129.59	129.59	129.59	129.59	129.59
Norway (24)	45.54	+0.2	38.14	38.45	38.40	44.14	+0.3	8.21	45.44	38.27	38.15	38.90	43.30	54.54	41.18	46.30	46.30
Singapore (38)	166.49	+1.8	143.02	140.55	144.03	147.39	+1.5	1.72	183.50	141.30	137.25	142.13	142.13				

RECRUITMENT

JOB: Latest research shows change in the sorts of executives most prone to redundancy

An old rag-trade friend of the Jobs column, called Harry Vos, had a benchmark for gauging the severity of recessions. "You don't need telling times are bad," he used to say, "when they're firing the brothers-in-law."

I pass on his quip with some trepidation because, on recent experience, it will provoke protests. An increasing number of people, especially not only in America, evidently now deem it "racist" for gentiles to retail Jewish jokes.

So it is fortunate that research has just identified a different benchmark for denoting severe recession, which is racially neutral, albeit less funny. Another of its drawbacks is that, as the research concerned is the psychological kind to do with personality traits, the new benchmark needs explanation.

Its history starts in the mid-1980s with two studies which applied a standard personality test (the Cattell 16PF) to executives who had lost their jobs. The first was made by Cranfield business school in harness with the Pauline Hyde and Associates outplacement consultancy, the second by the University of Manchester Institute of Science and Technology with Coutts Careers Consultants.

The findings were striking. Both studies showed that the executives

At last: an impartial gauge of deep recession

who had been picked for dismissal at the time were the sort that – to the eyes of an impartial observer, at least – their companies would have done better to keep.

The discards were not only more than averagely imaginative, go-getting, forthright and bright intellectually. They were also calmer and self-confident with it.

Even so, the research suggested reasons why it was they, rather than colleagues with less sterling qualities, who had been chosen for the chop. The findings showed that their strengths were matched by weaknesses. They were high in forthrightness at the expense of shrewdness, and imaginative at the cost of lacking canny realism.

In sum, it seemed that the redundancy victims of the mid-1980s were typically folk who, although unusually well equipped for executive work in some ways, were bereft of the political abilities on which survival in organisations so often depends.

But the research didn't stop there. With more and more of Britain's upper-rankers being

thrown out of jobs, psychologists have continued their probing. One in particular is London-based consultant Lea Brindle, who has to date studied some 700 discarded executives.

He has discovered that, as the numbers have multiplied, the picture of the typical victim seven or so years ago has shifted into a different one. And, to the Jobs column's mind at least, the point at which that change takes place is a useful benchmark for the onset of a truly severe recession.

The picture that emerges from standard personality tests on more recent victims is one that has no outstanding feature whatsoever. When compared with the average executive, they are on average just average.

You surely don't need telling times are bad when that happens. True, the overall average hides a multitude of individual differences. But the recession has evidently reached a depth where executives have an equal chance of being chosen for the chop regardless of their particular mix of strengths and weaknesses, according to the

most commonly used measures of personality at any rate.

Accordingly, over recent months Dr Brindle has checked whether the blank face of the average can be enlivened by the use of less standard measures. The main one he has tried is the "Team Types" analysis, developed by the British training expert Meredith Belbin, which divides people into nine different categories as follows:

Co-ordinators. They typically act as the team's "social leaders", calmly and self-confidently steering the other members in line with broad objectives, but without acting in an overbearing way and not necessarily being officially in charge or outstanding intellectual or creative thinkers. What they are above all are motivators.

Shapers. They are the team's "task leaders", taking it on themselves to ensure their colleagues do the work assigned to them. While outgoing in manner, shapers are personally competitive and don't suffer what they see as fools gladly. Highly motivated individually, they often strike others as arrogant and abrasive.

Plants. They act as the team's original thinkers. Intellectually brighter than their colleagues, they generate new ideas at the expense of overlooking detailed realities. Although usually introverted, they are nonetheless thrusting and tend to cause umbrage by criticising others' ways of operating.

Resource Investigators. They tend to be the most personally likeable members of the group, being sociable and stimulating as they go around collecting information from their many outside contacts and showing instant interest in new possibilities. But while ready to improvise under pressure, they are not original thinkers, and can easily become bored, demoralised and ineffective.

Completers. They are the team's worriers, ceaselessly on the lookout for things that might go wrong. Preoccupied with order and detail, they tend to lose sight of the broader scheme of things.

Implementors. Outstandingly self-disciplined, they are above all else practical organisers who sort out objectives and pursue them methodically and efficiently, although rarely with imagination.

Team workers. They have all the collective virtues, being good communicators as well as highly efficient personally, and sensitive promoters of harmony. As they rarely assert themselves, however, they are apt to be undervalued.

That perhaps explains why, of all the nine types covered by Lea Brindle's latest checks, team-workers emerge with the least distinction. The only way in which they stand out from the average is in being poorly paid, a drawback they share with the implementors.

completers and evaluators. The best paid, at least in the job they were dismissed from, are the co-ordinators, plants, specialists and resource investigators.

Since all of the types studied had received the chop, Dr Brindle was of course unable to compare them with colleagues who had avoided it. All he could examine was how long the rejects had been with the discrediting organisation. The shortest lasting were shapers, resource investigators, plants and specialists. The longer stayers were the implementors, completers, evaluators and co-ordinators.

But when he checked on those whose own direct boss had been changed within the previous two years, a difference appeared. While the pattern otherwise was the same, co-ordinators changed from long- to short-survivors.

When he looked at rejects' speed in finding new jobs, the general pattern tended to reverse. Slower than average were completers and evaluators. Quicker were plants and resource investigators – but not, alas, the short-staying shapers who more than any of the other types ensure that things actually get done even if not always to their colleagues' liking.

Michael Dixon

INTERNATIONAL ECONOMIST

City

We are retained by a major institution to recruit a progressive, performance-orientated economist to take responsibility for economic forecasting, client presentations and in-house strategy.

Candidates ideally should have a First Class Economics Degree, Masters Degree and at least 5 years' relevant City experience, gained in a fund management or research environment. He/she will also have strong inter-personal skills.

The appointment carries a high degree of autonomy and reports to the Chief Investment Director.

Those interested should send their Curriculum Vitae (including package details) to, or telephone in confidence, Richard A Fletcher, Managing Director, Fletcher Jones Ltd, 10 Charles II Street, St James, London SW1Y 4AA. Tel (071) 839 9002. Fax (071) 925 0502.

FLETCHER JONES LTD

Executive Recruitment

Project Finance

Schroders is a major international investment banking group. Our International Project Finance Department is a market leader in providing advice and arranging funding for major new investment projects in the UK and many international markets.

We are currently looking for an individual to join the department, working initially in a small team responsible for all project finance activities in the Iberian peninsula. Much of the focus of work will at first be on financial modelling and analysis of major projects. You will be expected however to understand and become quickly involved in all other areas of the team's work. Long-term career prospects are excellent.

Ideally in your late twenties/early thirties, you must be educated to degree level and may well have a MBA or ACA qualification. You must have a good knowledge of cash flow modelling and financial analysis, although this does not have to have been gained within a dedicated project finance area. Fluent spoken and written Spanish is essential.

Total compensation package includes: a competitive salary, performance related bonus and an attractive range of benefits.

Applications, including a full CV, should be sent to Rachel Harry, Schroders plc, 120 Cheapside, London EC2V 6DS.

Schroders

UK INSTITUTIONAL SALES

Respected smaller company specialists require additional salesperson. Applicants should have 2-3 years stockbroking experience, with background in either sales or analysis. Likely age: mid-20s.

A professional approach is essential.

Please write enclosing CV to Box No. A1779, Financial Times, Number One Southwark Bridge, London SE1 9HL.

Japanese-speaking European Equity Salesperson

A leading international securities house is seeking a salesperson to sell European Equities to Japanese institutions. The candidate will probably be aged 25-35 and must have the following attributes:

- Working knowledge of major European quoted companies
- Proven skill in selling European Equities to Japanese institutions
- Fluent written and spoken Japanese and English language ability (French and/or German would be useful)
- A high quality business or economics degree

Please send a CV indicating salary and daytime telephone number to: Box Number A1786, Financial Times, One Southwark Bridge, London SE1 9HL.

Appointments Advertising

Appears every Wednesday & Thursday (UK), and Friday (International Edition)

Senior Manager Credit to £50,000 An established international banking group currently consolidating their situation in London offers an opportunity to a high calibre lending bank with proven credit skills. The role requires an ability to assess credit on a full range of lending proposals and contribute significantly to a general management board.

Manager Credit

to £40,000 The UK bank subsidiary of a major international operation seeks an additional service credit manager to manage the existing team. The responsibilities will emphasise risk assessment in respect of treasury sales activities including foreign exchange and interest rate products in addition to commercial banking proposals.

Project Finance Analyst c £35,000

A top rated international bank long established in London seeks a senior analyst aged 25 to undertake responsibility for processing project finance related to oil/gas exploration and development. The role involves cash flow forecasting, a good knowledge of banking products and manifest interpersonal/organisational skills.

Account Officer Corporate Banking c £30,000

A major European bank with a particularly active London operation currently seeks an additional person to join an existing specialist team. Candidates aged late 20s will be well educated/qualified and offer a background to date in dealing with a bank environment, considerable credit analysis and account management responsibility.

Correspondent Banker c £30,000

A much respected international bank, have an exceptional opportunity for an experienced Correspondent Manager to promote business in UK/Europe covering treasury lines and balance sheet lending. Suitable candidates aged c35 will offer a broad banking background and 2-3 years relevant experience in a similar role.

For further details, please contact Frank Hoy either by telephone or in writing

GORDON BROWN & ASSOCIATES LTD RECRUITMENT CONSULTANTS

5th FLOOR, 2 LONDON WALL BUILDINGS, LONDON EC2M 8PP. TEL: 071-628 7801 FAX: 071-638 2738

Spot Dealer

to £70,000 A major international bank currently has an opening for a senior dealer to join their existing high calibre desk. The appointee is likely to be aged 25-35 and possess a minimum of two years experience successfully trading Spot Derivatives or York at an active name ledger with a stable career record to date.

Chartist Strategic Dealer c £50,000

A well regarded European bank currently seeks an individual to be aged 25-35 with technical expertise relating to the foreign exchange and interest rate markets. As part of a high calibre team, in addition to the aforementioned analytical duties the appointee will also have the autonomy to trade on a strategic/proprietary type basis.

Corporate Dealer x2 c £40,000

A result of expansion we are currently assigned by two well regarded international banks to seek a corporate dealer to complement their existing desks. The ideal candidate will be aged 25-35 and possess both a sound knowledge of foreign exchange treasury and off balance sheet areas together with proven marketing skills.

Interest Rate Swap Sales/Trading c £50,000

A major European bank currently seeks to strengthen their interest rate swap capability and consequently requires an individual on their Sales and Trading desks. The appointments are at similar level and ideally candidates of graduate calibre with a minimum of 16-20 years experience in a sales or trading role gained within active institutions in this area are required.

Margin Trader to £60,000

Our client, a well regarded European bank with an established City presence currently seeks an individual to complement their margin trading desk. Applications are invited from individuals aged 27-35 who possess a minimum of two years marketing to private clients and smaller corporations in order to develop margin trading business/accounts.

For further details, please contact Steve Cartwright either by telephone or in writing

Career in Corporate Finance

To £35,000 + Benefits

Our client, a top-tier UK Merchant Bank, has an outstanding track record within Corporate Finance and, due to expansion, now seeks a junior executive. Personality is a major factor for gaining this career opportunity. Only the resilient and resourceful should apply. Confidence and motivation are pre-requisite, along with proven analytical and numerical skills.

To be considered you must have gained an excellent education (2:1 minimum) and ideally be ACA (first time passes essential) or MBA qualified. Fluency in one or more European languages would be a distinct advantage.

Corporate Analyst

c.£28,000 + Benefits

An outstanding opportunity exists for an ambitious individual with first class analytical skills to join the expanding credit team of this major International bank.

This demanding role involves the preparation of credit analysis packages and risk exposure management. Additionally you will enjoy the added responsibility of undertaking special analytical projects.

Aged to 28, you must have a quantitative degree (2:1 minimum), together with a formal credit training and the ability to perform in a deadline driven environment. Fluency in one or more European languages would be advantageous.

Please contact Richard Pooley or Carole Edmunds on (071) 583 0073 (day) or (071) 373 9513 (evenings and weekends) or send your cv in complete confidence to: 16-18 New Bridge Street, London EC4V 6AU. Or fax (071) 353 3908.

BADENOCH & CLARK recruitment specialists

CREDIT SUISSE FINANCIAL PRODUCTS CREDIT RISK MANAGEMENT

£ EXCELLENT PACKAGE

W1

Credit Suisse Financial Products, a top rated UK bank has established itself as an innovative global leader in the derivative products industry since its formation almost two years ago. Serving a prestigious client base they provide a broad range of risk management tools. The bank's impressive results reflect the high calibre of staff and their commitment to the firm's success.

Expansion, resulting from an increasing market share, has led to the requirement for two additional individuals to join the high profile Credit Department.

- Commodity Credit Risk Officer with experience in the field of commodity hedging or commodity finance and/or a solid background in independent credit analysis to cover a truly global client base.
- Credit Risk Officer with solid experience in credit analysis, capable of independently assessing counterparty risks, becoming responsible for a specific geographic area.

Both positions require good communication and presentation skills as there will be extensive daily interaction with Marketing and Senior Management of the Firm. Candidates, aged 23 to 28, preferably with language skills, will be offered a highly competitive salary and benefits commensurate with experience.

Interested applicants should write with full CV to: Joanna McNair, Robert Walters Associates, 25 Bedford St, London WC2E 9HP. Tel: 071-379 3333 Fax: 071-915 8714. All applications will be treated confidentially.

ROBERT WALTERS ASSOCIATES

MARKETING EXECUTIVE

£25k + benefits London

Meridian Reclaim Services Limited is a service orientated company established to assist organisations to reclaim Value Added Tax (VAT) incurred on business expenses in the European Community and elsewhere.

The Group has offices in London, New York, Toronto and Johannesburg and is looking for a Marketing Executive to join the London office. The person should be in their 30's and have the following:

1. The ability to work independently and to travel to Europe.
 2. The ability to communicate in German, French and English.
 3. The ability to co-ordinate, develop and implement a marketing strategy for Europe.
 4. Has at least 5 years' experience in the marketing field.
- A remuneration package upwards of £25,000 is envisaged together with Private Medical Aid and Pension Fund commensurate with the position.

The prospective candidate should in the first instance send a copy of their Curriculum Vitae to Mr B.A. Stiefel, 1st Floor, Parway House, 202-204 Finchley Road, London NW3 6BX. Tel: 071-435 5677 Fax: 071-435 6541

DRAKE EXECUTIVE

INVESTMENT MANAGER INTERNATIONAL PROPERTY SECURITIES FUND £50,000 Package

Here is an excellent opportunity for a young (27-33 years) investment analyst/portfolio manager to take the next important career move with a major multinational financial services property investment asset manager, based in London.

You will need a proven track record in Fund Management analysis including Modern Portfolio Theory. To succeed in this challenging role you will also need apply the following abilities:

- Disciplined and analytical approach to portfolio

TOP OPPORTUNITIES

SENIOR POSITIONS IN GENERAL MANAGEMENT

MARKETING DIRECTOR, NASDAQ INTERNATIONAL

**An exceptional career opportunity
for an exceptional financial marketing professional.**

Nasdaq International is the international arm of The Nasdaq Stock Market, which has over the last 20 years become the third-largest stock market in the world.

Nasdaq is also the fastest-growing market in the US. In 1991, its composite index rose by 57% - a gain more than double that achieved by the comparable index of the New York Stock Exchange. Of the 100 fastest-growing US companies, no fewer than 65 are listed on Nasdaq, and the market has attracted ADR listings from a number of major European corporations.

THE STOCK MARKET FOR THE NEXT 100 YEARS

We are seeking a Marketing Director to lead an active programme of promotion to European corporates who may be planning US listings, as well as to investment banks, accountancy practices and other intermediaries.

The successful candidate will have proven skills in marketing and experience of the major international capital markets, and will be English-speaking with fluency in one or preferably two other European languages. The ability to make effective presentations to senior

decision-makers is essential. Some knowledge of comparative US and European accounting standards would also be of advantage.

An attractive remuneration package will be offered, dependent upon qualifications and experience, and will include pension contributions, a performance-related bonus and other benefits.

Please write in confidence, enclosing your CV and quoting reference FT/11, to Lynton Jones, Managing Director, Nasdaq International, 43 London Wall, London EC2M 5TB.



MANAGING DIRECTOR

KEY LIFE ASSURANCE INDUSTRY POST

Top level remuneration

Origo Services Ltd was established in 1989 by 20 UK life companies to help intermediaries gain the benefits of using technology. The benefits of this are increased efficiency, therefore providing improved customer service and greater sales opportunities.

The current Managing Director is on secondment from one of the sponsoring companies and is returning, after three successful years in which Origo has been established and accepted in the market. The role of the new Managing Director is to build on this foundation and establish the company in a major position of importance to the life assurance industry and, especially, in the distribution channels throughout the UK.



Candidates will be IT literate with a good knowledge of the IFA and intermediary market, and will see this as an ideal vehicle to demonstrate their general management skills in a business development environment.

The remuneration package is pitched to attract the highest calibre of candidates and includes all normal financial services company benefits, including bonus, car, pension, etc. The head office is near Edinburgh and relocation assistance is available, but the extensive UK travel may allow flexibility of home location.

To apply, in total confidence, please write with career details and stating salary requirements Ref: 5325/DK/FT, to Douglas Kinnaird, PA Consulting Group, Number Two Blythswood Square, Glasgow G2 4AD.

**PA Consulting
Group**

Creating Business Advantage

Executive Recruitment • Human Resource Consultancy • Advertising and Communications

The Top Opportunities

Section appears every Wednesday For advertising information call:

Stephanie Cox-Freeman
071 873 4027
Elizabeth Arthur
071 873 3694

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

CHIEF OPERATING OFFICER

Annual Salary £45,000 to £50,000 plus benefits



Since October 1991 Blue Bird Confectionery Limited has become a wholly-owned subsidiary of Jack Ciss-MPH Limited, a public limited company quoted on the Stock Exchange of Singapore, having shareholders' funds equivalent to £75 million. Jack Ciss-MPH is a member of the Jack Ciss Group which has operations in 10 countries from the United Kingdom in the North to Australia and New Zealand in the South. Confectionery is one of the Group's core businesses having manufacturing plants in six countries. To cope with our growth

objectives, Blue Bird is seeking a high-calibre Chief Operating Officer.

He will be responsible for the general management of the Company, reporting to the Board of Directors.

- We are looking for a marketing-oriented senior executive with proven management abilities, especially in the packaged food or confectionery industry.
- As Blue Bird is presently exporting to some 40 countries, there will be regular travelling overseas.
- He should have a tertiary education and at least several years of relevant management experience in a medium-size organization.

Please submit a resume including details of career accomplishments, salary history and requirements to:

The Managing Director
Blue Bird Confectionery Limited
Bromsgrove Road, Huntington
Halesowen, West Midlands B62 0EN

The application should be marked "Private & Confidential" and will be treated strictly so.

BANKING FINANCE & GENERAL

Major French Merchant Banking Group

International Money/Bond Analyst

PARIS

One of France's most distinguished and sophisticated financial institutions seeks an international Currency/Bond Analyst for its Paris dealing room, to join an existing 2-man team, in support of the Money Market and Capital Markets areas.

The focus of this challenging role will be to analyze developments within the non-DM/FF, European Money and Government Bond Markets, in collaboration with subsidiaries in Europe; to formulate strategies for these markets, to be disseminated to traders/salesmen in Paris and elsewhere in the group; and to provide portfolio

immunization advice to international clients. Candidates will be dynamic, in their mid-20's to early 30's, with a strong quantitative background. They will have a minimum of 2 years' prior forecasting/analysis experience within a treasury or securities trading environment and sufficient spoken French to become fluent fairly quickly. Written work will be in English; an additional European language would be a major advantage. This position will command a competitive salary package, including full banking benefits.

Interested candidates should contact Andrew Stewart, at BBM Associates Ltd (Consultants in Recruitment), on 071-248 3653 or write, sending details, to the address below. All applications will be treated in the strictest confidence.

76, Watling Street, London EC4M 9BJ



Tel: 071-248 3653 Fax: 071-248 2814

Fixed Interest Fund Manager

Isle of Man Age 30/40 Salary Negotiable

Our clients are professional managers of insurance companies recognised as innovative and influential leaders of an important segment of their international market.

Among the firm's main responsibilities is the management of internationally diversified assets currently valued at over \$800 million. A small investment team, based in the Isle of Man, provides active management of these funds.

As part of a carefully thought through development programme and due to increasing funds under management, our client wishes to recruit a manager of multi-currency fixed income portfolios.

The Role:

- To manage multi-currency fixed income portfolios
- To ensure compliance with client guidelines
- To contribute to investment policy and its implementation

Qualifications:

- Sound knowledge of structure, pricing and comparative values of interest-bearing securities and liquidity instruments
- Not less than five years experience managing multi-currency fixed interest portfolios
- A stable career pattern
- A university graduate will be preferred
- The personal qualities to develop and sustain a point of view in a small professional team
- The ability to present ideas verbally and in writing

Please apply in strict confidence to J R Petit,
The Butterfield Partnership Ltd, Alhambra House,
27 Charing Cross Road, London WC2H 0AU

THE
BUTTERFIELD
PARTNERSHIP

ファンドマネージャー付き アシスタント募集

当社の顧客はアメリカ投資銀行の投資顧問部門です。

日本からのビジネスへ力を入れた結果、かなりのいきおいで事業をのばし、このたびロンドン市場より日本語、英語二ヶ国語堪能者を雇用する必要性がでてきました。

この仕事は、取引の実行、資金運用、顧客サービス、アドミニストレーションなど幅広いものにわたり、この分野での経験者を必要とします。

他社に引けを取らないサラリーをオファー、本人の希望により後に東京勤務も可能です。

Please contact Stephanie Devine.

Fax: 071-626 9400 Ridgway House 41/42 King William Street, London EC4R 9EN Telephone: 071-626 1161

SHEPHERD LITTLE

Turner Steiner Europe SA

Turner Steiner Europe SA, jointly owned by Turner Construction Company, the number one general building contractor in the United States, and Kell Steiner Holding AG, the leading total contractor in Switzerland, is one of the most important internationally oriented project management companies. Headquartered in Brussels, we offer comprehensive project management services, covering every stage of the building project from site selection, project feasibility and financial engineering through the securing of approvals, design, construction and post-construction management.

We are currently searching for experienced, ambitious and highly motivated individuals with proven management abilities to fill the following positions:

PROJECT MANAGER(S)

- The successful candidate:
- Will have at least 5 years of significant experience as a Construction Project Manager or as a Design Professional in Europe. Design or construction experience should include major building projects of various types.
 - He should have a thorough understanding of the total project management process.
 - Will have to work with minimal supervision to create strong project teams with clients and other professionals.
 - Has an honours degree in Engineering.
 - Possesses working language proficiency in English plus a European language as mother tongue.

Both positions offer an attractive salary plus benefit package commensurate with experience. We also offer outstanding growth prospects with one of the world's oldest and most successful project management and construction groups.

Interested candidates should apply directly in writing to:

Deputy General Manager - Turner Steiner Europe SA
Avenue Louise 130 A, B-1050 Brussels

Candidates should include a CV in English and a cover letter stating their geographical and salary requirements. Please - no phone contact. All replies will be held in strict confidence.

BUSINESS DEVELOPMENT MANAGER

- The successful candidate:
- Will be responsible for developing and implementing a Marketing and Sales Strategy, including preparation of written and oral technical presentations in English and German (or French).
 - Will have demonstrated knowledge of the European design, construction and real estate promotion markets and will have significant business development experience in those markets.
 - Be able to relocate to Brussels.

An outstanding opportunity in marketing . . .

Corporate Finance

... to the European food sector

Our client is one of the best known international financial institutions, and has steadily built a reputation in a range of innovative corporate finance and advisory products.

The marketing function operates across the European region and this role is within a specialist group covering food companies, as part of a global network. The incumbent will need to forge relationships at board level, and have almost a quasi-consulting approach to major financing and strategic issues affecting clients.

The primary products include advice on cross-border mergers and acquisitions, and other "value added" corporate finance products including structured capital market products; tax driven structures and derivatives, at all times

Interested candidates should write to Neil Macneughton at BBM Associates Ltd (Consultants in Recruitment), 76 Wadding Street, London EC4M 9BZ, enclosing a full Curriculum Vitae which should include contact telephone numbers (please quote Ref 412).

All applications will be treated in the strictest confidence.

76, Wadding Street, London EC4M 9BZ



Tel: 071-248 3653 Fax: 071-248 2814

JUNIOR & TRAINEE DEALERS

Join the bank
that deals in
excellence

Chemical Banking Corporation is a global leader in the Foreign Exchange, Securities and Derivatives markets.

Our London office has a number of vacancies for Junior and Trainee Dealers to embark on a comprehensive training programme covering all Capital Market products. This excellent programme combines classroom training with 'hands-on' exposure to a broad range of financial instruments.

Chemical can provide you with substantial benefits. You will be working in a stimulating environment with outstanding opportunities for career progression and rewarded by a highly attractive compensation scheme.

You are currently a Junior Dealer; a postgraduate student; or a graduate with up to three years' experience. You have at least a 2:1 honours degree, superior numerical skills and are highly self-motivated. Decisiveness, confidence and determination are essential.

Be prepared for challenge and real responsibility from day one.

Please apply with a full curriculum vitae to Ruth Pollard, Personnel Department, Chemical Bank, 180 Strand, London WC2R 1EX.

An Equal Opportunity Employer



Member of The Securities and Futures Authority

MIDES
CONSULTANTS

CAREER IN FINANCE & ACCOUNTING

Polish Development Bank

The introduction of a free market economy in Poland entails the need to create a viable banking and financial system to provide funds for investment and restructuring projects to the state and private sector. As an independent banking institution with European background we will contribute to the implementation of these goals and assist the existing network of commercial and specialised banks in the provision of medium and long-term financing.

An exciting opportunity in a challenging environment of economic reform is offered to a finance specialist, aged between 30 and 40 years, with academic qualification in economics and specific accounting experience in Western banking. You will be able to develop your management potential. With the spirit of a pioneer, organisational talent, fluency in English and Polish you will be well prepared to succeed in this position. Furthermore, your excellent communication and presentation skills will enable you to establish and maintain contacts in the banking field on top level.

Remuneration will correspond to the importance of this position and will meet international standards. Appropriate accommodation in Warsaw will be arranged for. We are looking forward to receiving your written application including CV (reference no. 31003) via our consultants.

Mides Consultants - Kardinal-Faulhaber-Str. 15 - D-8000 München 2

A Member of the Neumann Consulting Group

Amsterdam • Berlin • Budapest • Chicago • Copenhagen • Dusseldorf • Frankfurt • Hong Kong • London • Madrid • Milan • Montreal • Moscow • Munich • New York • Paris • Prague • Salzburg • Strasbourg • Toronto • Tokyo • Vienna • Warsaw • Zurich

Manager of Sales

International Air Pollution Control Systems Precipitator / Utility Power Generation Background Required

Rapidly growing air pollution control systems organisation with manufacturing facilities and sales offices in the UK and Europe seeks a multi-lingual hands-on Sales manager with experience in the precipitator industry. Must have current or prior precipitator experience and have sold to utilities and industrial accounts. This is a superb opportunity for an aggressive results oriented individual to join a highly successful air pollution organization. Excellent compensation and benefit package. This is a U.S. company with global interests.

Please send detailed resume and salary history to:

Marta Winitz (Vice President)

GSW Consulting Group, Inc.
4550 Kearny Villa Road, Suite 112, San Diego, CA 92123
Or Fax # : 619-292-1507

An International organization which provides development financing for Latin America and the Caribbean has an opening at its headquarters in Washington, D.C., for a

FINANCIAL ECONOMIST

Seeking an individual with at least eight years of experience in international capital markets, with particular attention given to investments, securities markets, swaps and foreign exchange. The Economist analyses status and prospects of international financial markets, provides economic and interest rates forecasts, analyses foreign exchange markets, and advises the Division Chief. Must have MA in Economics, MBA or equivalent. English required and knowledge of another official Bank language (Spanish, Portuguese, French) desirable. Position offers excellent compensation and benefits package, including relocation costs. Interested applicants should send curriculum vitae not later than April 15, 1992 to:

Stop E0507 HUR-GV
Washington, D.C. 20577

Only applications which best match the requirements of the position will be acknowledged.

MANAGEMENT CENTRE EUROPE

Management Centre Europe (MCE) is the European Headquarters of the American Management Association and the centre of its international operations. MCE was established in Brussels in 1962 and is one of Europe's leading management training, development and information organisations. We currently organise in excess of four hundred open and in-company programmes ranging from seminars and courses to major conferences covering the broad spectrum of management and business.

We are now looking for a (m/f)

Programme Director

who will manage our Corporate Risk, Insurances and Legal Affairs Division.

Your role:
to plan, develop and organise a range of management training, development and information programmes in the areas of international corporate risk, insurance and legal affairs. This includes responsibility for designing and assuring quality delivery of all events, as well as full financial accountability for the division's results.

Your personal profile:

- At least 2 to 3 years experience in a multi-national corporation with specific or broad experience in either corporate risk management or corporate legal affairs, or equivalent experience from the insurance industry sector directly related to corporate insurance;
- You must have an understanding of the latest trends in the above-mentioned fields;
- Speak excellent English and preferably other European languages;
- Good knowledge of European business matters;
- Ideally you will have had some direct experience in management training and development;
- Hold a business degree with honours;
- You are aged 30 upwards;
- You must be an excellent communicator, able to interact effectively with top executives from all over Europe;
- Well organised and able to work on several projects simultaneously;
- You will have managerial experience which will have included bottom-line responsibility;
- Your managerial experience will also enable you to lead and develop a small team of experienced and committed support staff.

Your future with MCE:
If you think you are the ideal candidate for this position, MCE is offering an attractive salary with the opportunity to demonstrate your entrepreneurial abilities in a stimulating multi-cultural environment and be an important contributor to the organisation's success.

Please send your cv to Jacqueline Mercier, Director Human Resources, Management Centre Europe, rue Caroly 15, B-1040 Brussels (Belgium).

Foreign Exchange Dealer

An Ideal Opportunity to Develop Your Career With an International Company

Brentford, Middlesex

With a turnover of £4.5 billion and profits of over £1 billion, SmithKline Beecham ranks today among the world's largest healthcare companies with a diverse range of operations embracing human ethical pharmaceuticals, consumer brands, animal health products and clinical laboratories.

Owing to internal promotion, an opportunity now exists for a young, highly motivated Dealer to join the Foreign Exchange team within our Corporate Treasury Department. Reporting to the Senior Dealer, you will be actively involved in dealing a range of foreign exchange, money market and investment transactions, and be expected to contribute to a wide variety of the Department's activities.

Ideally, you will have at least one year's foreign exchange dealing experience gained within a large, corporate, treasury or banking environment. PC skills and the ability to make rapid decisions are vital for success in this rewarding, yet challenging role.

A competitive salary, geared to experience and qualifications, will be accompanied by a range of benefits including bonus, pension, medical and share-matching schemes, 25 days' holiday and excellent on-site facilities.

To apply, please send a full cv, stating salary expectations and including a daytime telephone number, to Ms Danny Fies, Recruitment Officer, SmithKline Beecham, One New Horizons Court, Brentford, Middlesex TW8 9EP.



SmithKline Beecham

City

Global Merchant

Strategic Research Support-Europe

A new and substantial management remit for a talented and responsive mind to make a real impact in one of the world's banking "Global Elite". The Bank has a highly focused and successful strategy across the full range of investment banking activities, generating record levels of profitability and ROE. The position is to lead and manage an established research team located across the European network, actively supporting the fee earners in assessing a broad range of industries. The position reports to a senior Managing Director.

THE ROLE

- Manage a European network of analysts, providing industry specific strategic research studies to fee earners across M&A, Debt and Equity Advisory and Client Coverage. Commission outside consultants where necessary and manage the delivery of the final product.
- Coordinate the flow of information across the European research network. Ensure a cross-fertilisation of ideas for new client oriented and proprietary projects combined with a high quality responsive service.
- Build extensive internal relationships and a reputation for quality delivery with key business producers. Strong influence on the direction of information management and commercial databases to maximise the delivery of the strategic research product.

THE QUALIFICATIONS

- Quality graduate, probably mid-30's and upwards with a professional analytic or research background, managing teams and processes, probably in a strategic consultancy, corporate development unit or merchant bank.

- A manager with refined, efficient project skills and an ability to nurture talent. Proven high standards and a sharp strategic intellect.

- Excellent communicator with the ability to prioritise and manage client requests in a highly demanding and changing environment. Service oriented with the confidence and presence to carry an opinion.

London 071-973 0889
Manchester 061-941 3818

Selector Europe

A Spencer Stuart Company

Please reply, enclosing full details to:
Selector Europe, Ref P7/64032L,
16 Grosvenor Place,
London, W1X 2ED
071-973 0889

RECENTLY QUALIFIED ACCOUNTANT

Guiding investment through research and analysis.

Prudential Portfolio Managers is one of the largest investors in the UK. With £45 billion funds under management - a substantial part of which is managed by our UK Equity Group - we are one of the most influential shareholders in many companies.

We apply the most advanced and innovative techniques to the process of managing investments and have formed our own expert research team to provide in-depth understanding and analysis of industries and companies.

For a recently qualified accountant, this is an exceptional opportunity to apply your open and enquiring mind and broaden your talents into a new area of expertise. A natural communicator and confident team player, you

should combine a good degree (higher if possible) with an accountancy qualification and an interest in economics.

A competitive salary together with an individually focused bonus are enhanced by financial sector benefits including non-contributory pension and low-interest mortgage.

If you are interested in this new challenge, please write explaining why you wish to join our research team and outline how you could expect to contribute. You should also enclose a cv and send it to Caroline Charnell, Personnel Manager, Prudential Portfolio Managers Ltd., 1 Stephen Street, London W1P 2AP.

Prudential Portfolio Managers is an Equal Opportunities Employer.

PRUDENTIAL
Prudential Portfolio Managers

**Financial Control
International Equities and
Equity Derivatives
£25K-£30K p.a.
Plus Profit-linked Bonus
and Benefits**

We are a European leader in the application of quantitative financial analysis to international equity and equity derivative markets. We are seeking a qualified accountant with a strong academic record including a quantitative degree to join our hands-on financial control team.

Applicants must have a thorough knowledge of accounting for investment products and PC based systems. Responsibilities will include management accounting, taxation, regulatory reporting, and valuation of offshore funds. The ideal candidate is likely to be currently employed within a stockbroking, securities trading or investment management firm although candidates with substantial audit experience within the securities business will also be considered.

All applications will be treated in the strictest confidence. Please send your CV to the Finance Director at:

Buchanan Partners Limited, Buchanan House,
3 St. James's Square, London SW1Y 4JU

BUCHANAN PARTNERS LIMITED

MEMBER OF SPA

Brewer Morris
Pure Taxation Recruitment

**TAX
CONSULTANT**

**c.f40K + Benefits
Financial Services
CITY**

For further information contact

Matthew Phelps

on

(071) 936 2040

or write to him at Brewer Morris, Ludgate House, 107 Fleet Street, London EC4A 2AB.

Evenings & Weekends:

(071) 511 1454

Our client is a highly prestigious multinational investment bank with a major presence in the United Kingdom, Continental Europe, The Far East and the United States. Employing over 1000 individuals in London alone, the bank provides a full range of services by way of six key operating divisions. The small and high profile London tax team provides essential support to these divisions in addition to dealing with the bank's own tax affairs. Projected expansion will necessitate the recruitment of an intelligent, highly motivated and enthusiastic individual to perform research and analysis on a broad range of European tax issues relating to the international financial services industry.

Ideal candidates will be commercially aware ACAs, with strong academic backgrounds, who have trained within the tax department of a major firm and who have up to 1½ years post qualification experience - alternatively they will be 2 year qualified tax lawyers from a leading legal practice. You should be able to demonstrate computer literacy, the ability to handle international tax issues, and a good basic knowledge of financial products and associated tax implications. In addition to technical ability, suitable individuals will possess strong interpersonal skills and be able to apply a creative approach to problem solving in a team environment.

This is a first-rate opportunity for a young tax specialist seeking a first move into the financial sector. The role is consultancy-based and will report to two senior team-members. Great emphasis is placed on individual career development, and the rewards for technical excellence are superb both financially and in terms of progression within the organisation.

Finance Director Designate

To £40,000 + Package

Our client is a long established company which has, for many years, produced a number of leading newspaper titles in the North West. With offices throughout the region and over 300 staff, the company is well set up to service the needs of the community and maintain a profitable commercial business. The company is at the forefront of technological developments and, combined with years of skills and expertise, is well placed to continue to increase its present sizeable turnover. The company is now seeking to recruit a Finance Director Designate, a role which represents an excellent opportunity to operate at Board level and become fully involved in the running of the business. The Finance Director Designate will work closely with all other Board members, but particularly the Chief Executive, and will have a wide brief including business strategy and planning, systems development and general management in addition to the management of the finance function.

STOY HAYWARD CONSULTING

8 Baker Street London W1M 1DA Fax 071 487 3686. A member of Horwath International

Financial Planner

HOVE

As one of the twelve Regional Electricity Companies, SEEBOARD plc supplies electricity to around 2 million customers in South East England, and is one of the largest businesses in the area. We are now looking to strengthen our Financial Planning section with the appointment of a Financial Planner. This section is responsible for providing financial plans, budgets, forecasts and analysis to Directors and Senior Management, which is vital to the Group's financial strategy and relationships with the City and the industry's regulator.

Reporting to the Financial Planning Manager, your main brief will be to assist in varied Corporate Finance related research and analysis work, and to contribute to the overall production and documentation of financial plans for Senior Management. The challenge of operating within the electricity industry's regulated environment, whilst responding to the new world of privatisation, will allow you to fully develop your abilities and initiatives.

SEEBOARD
Doing a power of good

From £22,800 to £28,150 (Award pending)

You should preferably be a qualified Accountant with at least 2-3 years post-qualification experience in a medium to large Company. You will be able to demonstrate a high level of numeracy and accuracy, and be able to work as a member of a small, highly committed team. A logical and methodical approach to complex problem solving is essential. PC skills would also be an advantage, especially a working knowledge of Lotus 1-2-3, although training will be given.

Alongside a pleasant coastal location, Seaboard can offer a range of benefits that you would expect from a large and successful organisation, including good holiday and pension arrangements, a staff restaurant and an active sports and social club. The Seaboard Head Office operates a "No-Smoking" policy, and therefore a non-smoker would be preferred.

Please apply in writing, enclosing a full CV, to Helen Sutton, Recruitment Officer, SEEBOARD plc, Grand Avenue, Hove, East Sussex BN3 2LS, quoting vacancy number 4653. Closing date for applications is 20th March 1992.

SEEBOARD plc is committed to a policy of Equal Opportunities.

ACCOUNTANCY COLUMN

Lighting the hidden side of directors' reports

By Andrew Jack

THE RECENT storm over political donations made in the 1980s by Polly Peck International, the collapsed fruit to electronics group, failed to highlight one vital issue: whether it is time for the annual directors' report to receive far greater scrutiny.

It was widely reported that Mr Asil Nadir, chairman of PPI, had contributed funds to the Conservative party. Touché Ross, which has had partners working on the administration of the group since October 1990, confirmed that it had unearthened payments from companies within the group.

Mr Chris Patten, Conservative party chairman, said that £40,000 had been received via Mr Nadir. Even Mr Nadir, through a statement from his solicitors, confirmed that he had donated the money to the Conservatives and appeared to express surprise that those payments made through PPI companies had not been disclosed in the accounts.

While some commentators swiftly called for the return of the money, and others questioned the ethics of political parties receiving large contributions from any one individual or organisation, few addressed the lack of disclosure of the contributions in the company's accounts, and why this had gone unnoticed.

Political embarrassment there may have been. But under current legislation the donation of funds by companies to political causes is not illegal. The only law in question is the 1986 Companies Act, which requires the directors' report to list the sums and the recipients of any donations to political or charitable causes above £200.

PPI's reports for the periods in

question are blank. The accounts for 1989, for example, discuss £465,000 given to charities "predominantly upon the needs of children and young people in the community who are underprivileged or chronically ill". It then states simply: "There were no political donations."

Stay Hayward, auditors to PPI, would not comment on the episode. But the company's act appears to place the blame for disclosure on the directors of a company rather than its auditors. "In respect of any failure to comply . . . every person who was a director of the company immediately before the end of the relevant period is guilty of an offence," it states.

Auditors, it continues, must report on the accounts of both subsidiaries and the group company where one exists, including the balance sheet and the profit and loss account.

The existing auditing guidelines from the Institute of Chartered Accountants in England and Wales explicitly reflect this legislation, and seek to exonerate Stay Hayward from any blame. "The auditor has no statutory responsibilities in respect of items in the directors' report which in his opinion are misleading but not inconsistent with the financial statements," it says.

The auditor's report in every company annual report makes the same point. The statement appears after the directors' report and refers only to the accounts, contained on subsequent pages. The 1989 PPI version, for instance, begins: "We have audited the financial statements set out on pages 31 to 55 in accordance with auditing standards." The directors' report is on pages 27 to 29.

Undisclosed donations each year for a few tens of thousands of pounds in a company with PPI's turnover are unlikely to be judicial material. They are therefore not likely to be judged "inconsistent" with the accounts, and the auditor would not be obliged to highlight the failure to disclose these political contributions even if they did manage to detect them.

So who is responsible for verifying

on which a company had been fined for failing to disclose - or for inaccurately disclosing - information in the directors' report? It says that its thrust is ensure compliance, not to punish errors.

Companies House argues that it has no staff to examine reports for evidence of abuse. "We accept all the information that is given to us in good faith," says one senior official. He points out that there are about 1.1 million "live" companies on record, most of which file annual returns, and the average report is probably examined for "one-and-a-half to two minutes".

The same message - that there is no systematic monitoring of reports - comes from the Department of Trade and Industry, with which Companies House works closely. "We don't have a pro-active role," says a DTI official. "Accounts are taken as being correct. Shareholders, creditors and investors can bring things to our attention. We rely on informants."

If PPI was an isolated incident, the importance of non-disclosure in a directors' report might be questionable. But it is not. The accounts for the year to June 30 1991 of Sovereign Leasing, a leasing company owned by Z-Landerbank Bank Austria, for example, reveal a similar episode.

The directors' report describes a detailed investigation into the company carried out as a result of substantial losses made during the financial year. As a result, it says, "the new management discovered that a donation of £100,000 to the Conservative Party made in 1990 was not recorded as an expense in last year's

accounts. The expense is therefore included in this year's accounts."

But the issue goes far wider than non-disclosure of a few political donations and whether these particular companies should be fined. Governments over the years have placed increasing emphasis on the provision of information in annual reports outside the scope of the accounts and therefore beyond the scrutiny of an auditor.

Some impinge directly on the financial affairs of the company, including the requirements for a review of the business and its future development, expenditure on research and development, post-balance sheet events, and the directors' interests including share options. Others are designed to reflect wider social concerns and objectives. Like policies on employee participation, the disabled and health and safety at work - as well as donations.

There is no sign of the demands for this type of information drying up. Even in Tuesday's budget proposals, the Chancellor called for large companies to make annual reports to publish details of how quickly they pay their bills, to give potential suppliers warnings of late payers. These figures will presumably become yet another section in the directors' report.

It may be that shareholders and others with interests in or knowledge of a company should be more vigilant about the information they are given. Perhaps auditors should be required to examine the directors' report in more detail, or the government should institute spot checks to verify the figures. What is the point of requiring more information to be disclosed if no one checks on its quality?

Financial Controller Oil Trading/Shipping

London W.1

■ Our client, an independent oil trading and shipping company, which operates worldwide, is looking to recruit a commercially minded and computer literate accountant to the newly created position of Financial Controller.

■ Reporting to the Managing Director and supported by a small staff, the position will take responsibility for the production of timely management and financial accounting. More importantly, in the short term, will be the establishment of meaningful management information together with a critical review of the systems procedures to enable the directors to monitor the performance of the business more effectively.

■ Applicants for the position will be graduate, chartered accountants, aged 27-35, either currently in practice or in a line commercial

£40,000

function. They should have demonstrable experience of the implementation of MIS and systems enhancement together with a pragmatic and adaptable approach. Experience of oil trading and/or shipping would be advantageous as would be a working knowledge of German.

■ Please write, enclosing a detailed curriculum vitae with salary details and quoting reference JC381 to Jeff Cottrell, Ernst & Young Corporate Resources, Becket House, 1 Lambeth Palace Road, London SE1 7EU.

ERNST & YOUNG

KENT

C £45,000 + CAR AND OPTIONS

Finance Director

This USM quoted company is a branded market leader in the DIY and home improvements sector. Manufacturing and selling through retail outlets and direct to customers in the UK and Europe, current turnover is over \$20m. The challenge for the executive team is to manage the process of change to return the company to profitability and continued growth.

A commercially able Finance Director is required to be fully responsible for the finance and IT functions. Initial tasks include the revamping of the accounting, costing, planning and management information systems to significantly improve the control disciplines required for the successful development of the company. As a key member of a small executive team you can expect considerable involvement in the strategic planning and commercial management of the business.

As a qualified accountant with an excellent track record of achievement you will have operated at least in Financial

Controller level and preferably in a customer-driven manufacturing environment. You are likely to be aged 35 to 45 and must be a 'hands on' enthusiastic individual with very good commercial acumen. Above all, you should have the maturity of a seasoned professional to manage change, cope with pressure and thrive on the challenges this excellent opportunity provides.

Please send full career and personal details, including current remuneration and daytime telephone number, to Chris Haworth, Coopers & Lybrand Deloitte Executive Resourcing Limited, 76 Shoe Lane, London EC4A 3JB, stating companies to which details should not be forwarded, and quoting reference CH896 on both envelope and letter.

Coopers & Lybrand
Executive Resourcing

Denby

Financial Director Designate

To £40,000 + Package

The ideal candidate will be a qualified accountant who understands the importance of financial information to the commercial decision making process.

Candidates will be commercially oriented, dynamic and must be computer literate with a hands-on approach to the finance function. They should also possess excellent communication, management and team building skills and be comfortable working in a busy, demanding environment. A good understanding of the change process would be a distinct advantage as would experience of the newspaper or related industries.

A salary of up to £40,000 is offered together with a car and normal benefits for a position at this level. Relocation assistance would be provided if appropriate.

Please write, in confidence, to Sean Connolly, at the address below quoting reference SHC.1734.

STOY HAYWARD CONSULTING

8 Baker Street London W1M 1DA Fax 071 487 3686. A member of Horwath International

FMS

FMS is a Division of Rankin Simkin Limited

DIRECTEUR ADMINISTRATIF & FINANCIER Excellent opportunities d'évolution

Notre client, une Filiale Française d'un important Groupe Britannique à vocation internationale, recherche, dans le cadre de son développement, un jeune comptable qui ait une bonne connaissance des affaires.

Rattaché au Directeur Financier, il sera chargé de la relation fonctionnelle avec le Directeur Financier de la division et de toutes les tâches administratives notamment chargées par ce dernier.

• D'assurer tous les aspects du contrôle financier.

• De mettre rapidement en place les recommandations précises en matière de gestion et de réaliser l'analyse des résultats de la société.

• De faire évoluer les relations courantes, écrits et parles,

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

• De mettre en place une politique de recrutement et de formation.

Our client is a highly profitable International Group with a turnover in excess of \$350m. Operating in 22 countries around the world, it provides a range of technologically advanced services to the metals industry.

Financial Controller

A dynamic environment for an ambitious professional with business flair.

London based Up to £35k + car + benefits

This is an exceptional opportunity, reporting direct to the Group Financial Controller and based at the Group's headquarters in Central London. You will enjoy a high level of exposure and broad range of responsibility at an important stage of the Group's further development, both organically and through acquisitions.

We are looking for an outstanding individual, with strong interpersonal skills and well developed commercial instincts, who has the maturity to make an early contribution and relate to staff at all levels. Considerable travel worldwide, but particularly in Europe, is involved and the scope for personal and career progression within the Group is excellent.

Aged 25-30, you will need to be a qualified accountant and/or MBA with at least two years' post qualification experience. Language ability, particularly in French or Spanish, is essential.

Please write, with full CV and salary details, to Tony Bucker at Gaddesden Recruitment, 41 Devonshire Street, London WIN 1LN, or Fax 071-836 3108.

GADDESDEN RECRUITMENT
AN INDERMAUR INTERNATIONAL COMPANY

APPOINTMENTS ADVERTISING

appears every Wednesday & Thursday & Friday (International edition only)

For further information please call:

Richard Jones on 071-873 3460

Teresa Keane on 071-873 3607

Alison Prin on 071-873 3607

Philip Wrigley on 071 873 3351

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

Finance Director

Dorset up to £45k pa + car + benefits

Our client operates in a niche area of the leisure industry and is a market leader in their field. They have an outstanding track record since their formation in 1979 and have identified additional locations in the UK and Europe which will allow the business to expand further.

They now wish to recruit a Finance Director due to the imminent retirement of the present incumbent. Essentially qualified accountants, ideal candidates will be aged 35-45, with considerable experience of dealing with the City and raising funds. The culture of the company is team oriented, unpretentious and very friendly. You will need to be pragmatic, with confidence and presence so that you can direct the financial strategy of the business at the same time as managing a small department providing all the necessary financial data for the business. Computer literacy and experience in investing in Europe with the resulting multi-currency accounting systems would be a considerable bonus. Most of all, you will have business acumen, strong self motivation and a sense of humour.

This position will be challenging and undoubtedly fun. It is located in a very pleasant part of Dorset, not far from the sea. The benefits package includes relocation if required.

Interested candidates should send comprehensive CVs together with salary details to Tony Saw at the address below, quoting reference S2119.

KPMG Selection & Search

2-3 Dorset Rise, Blackfriars, London EC4Y 8AE

Financial Director

Hertfordshire

Our client is one of the world's leading 4GL suppliers with operations in the UK, USA and Australia. Since its foundation in 1977 the company has consistently achieved profitability whilst maintaining high levels of investment in research and development to extend the range, facilities and features of its products.

In order to strengthen their financial and commercial expertise, the company is seeking to appoint an ambitious qualified accountant with strong communication and technical skills, and the ability to become an integral part of the Board and Management team. The successful candidate will report to and assist the Managing Director and will be responsible for all aspects of finance, administration, systems, reporting and control. The Director will also provide significant commercial input to the management of the business.

£40,000 + Car + Benefits

Prospective candidates should be both computer-oriented and highly numerate qualified accountants, preferably graduate ACA/ACMA (aged 35-45), with a successful track record involving experience of managing a finance function with operations overseas. Individuals with relevant sector experience within the software industry will be of particular interest. Above all, candidates must be able to demonstrate energy and commitment together with the ability to identify and manage change. Applicants should be able to offer both a 'hands on' approach to the business and the intellectual ability to contribute to strategic decisions. For further information, please write enclosing a full curriculum vitae (including salary details and day time telephone number) and quoting reference LN1701 to Gary Watson, Michael Page Finance, Centurion House, 136-142 London Road, St Albans, Herts AL1 1SA.



Michael Page Finance

Specialist in Financial Recruitment
London Bristol Windsor St Albans Leatherhead Birmingham
Nottingham Manchester Leeds Glasgow & Worldwide

**FINANCIAL
TIMES
&
ROBERT
HALF
INVITE
YOU TO A
FREE
BUSINESS
BREAKFAST**

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

MAKING THE SELECTION INTERVIEW MORE EFFECTIVE

A Practical Guide for Finance Managers

on Thursday 9th April 1992
At The Meridian Hotel, 21 Piccadilly, London W1
8.5am - 9.30am

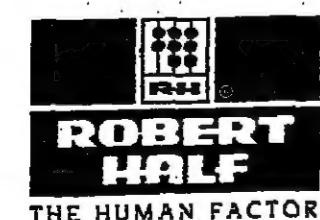
This Financial Times Breakfast Briefing is designed specifically for finance managers who may interview once or twice a year. The talk will be given by Jeff Grout, Joint UK Managing Director of Robert Half, who will examine where and why interviews go wrong and demonstrate how to increase the effectiveness of the interview through a more structured approach. The briefing will cover:

- Preparing for the interview
- The Interview Plan
- Creating a proper environment
- Questioning Techniques
- Promoting the job
- Concluding on the right note

A specialist in accountancy recruitment for more than 10 years, Jeff Grout is a frequent contributor to various newspapers and journals on the subjects of job hunting and recruitment. A regular speaker, he has been a guest on numerous radio programmes and appeared on Sky Television.

Places at the Breakfast are strictly limited.

If you wish to attend this free breakfast, please write to Rachelle Nelson at Robert Half, Freepost, Water House, 498 The Strand, London WC2R 0BR. Telephone: 071-836 3545.



THE HUMAN FACTOR

DIRECTORS SENIOR MANAGERS

Maximise your potential in tomorrow's employment market

Demand more than well meaning Career Counselling or Outplacement advice

Insist on real direction to your job search based on current market intelligence and interview feedback with the most advanced Inplacement and Outplacement facilities

Our subsidiary InterMex accesses over 6000 unadvertised vacancies annually - mostly between \$40,000 and \$200,000 p.a. - and makes recommendations from its approved candidate bank without charge

Telephone Keith Mitchell on 071-930 5041 for an exploratory meeting without obligation

Lancaster House, 19 Charing Cross Road
London WC2H 0EE
Tel: 071-930 5041 Fax: 071-930 5046

INTER EXEC P.L.C. - means much more

APPOINTMENTS WANTED

FINANCE DIRECTOR FCA

Available on a part-time basis. Please write in confidence to:
Box A449,
Financial Times,
One Southwark Bridge,
London SE1 9HL

Group Financial Executive

South West Package £50k +

Our client is a well established, entrepreneurially-led, multi-site public transport organisation. It employs several hundred people and has substantial property holdings and assets. As a result of a recent management restructuring, the Board now wish to appoint a 'hands on' and proactive Financial Executive.

Working closely with the Chairman and Board, the successful person will be responsible for the accurate and timely production of all statutory and management accounting reports. Other responsibilities will include treasury management, appraisal of investments, acquisitions and the provision of high quality technical administration commercial support.

The successful person will be a Chartered Accountant with energy, vision and above average intelligence. Experience gained with one of the 'Big Six', coupled with commercial exposure is essential. A down-to-earth approach and well developed communications and leadership skills will pave the way to success in this challenging and rewarding post.

Suitably qualified and interested candidates should write with full CV and current remuneration details to Mavis Would, KPMG Selection & Search, Linacre House, Southernhay East, Exeter EX1 1UG. Tel: (0392) 211661.

KPMG Selection & Search

BILINGUAL EUROPEAN FINANCE DIRECTOR

HIGH-GROWTH FORTUNE 500 LOGISTICS START-UP

Berkshire

£45,000-£50,000 + bonus

+ car scheme + benefits

With the experience and resources of a \$0.5bn US corporation to call upon, a new pan-European, added-value, direct-to-user distribution and supplies management business is being established, with a medium-term revenue target approaching \$100m. The concept has been proven over many years in North America and a UK pilot venture has been eminently successful; the next step is to build the UK and French operations, prior to expansion across Continental Europe. Crucial to the success of this initiative is the appointment of a highly experienced and versatile European Finance Director.

As a member of the very small executive team, you will contribute significantly to the initial business planning - and then implement it. Drawing upon the knowledge base

in the US, you will establish the total finance and accounting function and develop a sophisticated multicurrency information technology strategy for all business processes: in addition, your contribution to overall decision-making will be invaluable in achieving excellent bottom-line results.

A well-qualified professional - ideally an ACA/FCA - you must have extensive senior financial management experience within a quality industrial manufacturing or service environment. Having spent part of your career living and working in Continental Europe, you are bilingual in English and another European language - possibly French or German - and will be able to operate successfully in a new, rapid-growth company where rules and systems simply do not exist.

The generous remuneration package reflects the calibre of the individual sought. If you meet the specification, send your cv to Peter Bedford, Ref: 5635/PB/FT, PA Consulting Group, 123 Buckingham Palace Road, London SW1W 9SR.

**PA Consulting
Group**
Creating Business Advantage

Executive Recruitment - Human Resource Consultancy - Advertising and Communications

Finance Director

£45K Package + Benefits

With a turnover of £150M, this privately owned North West company is a market leader in the food manufacturing industry. It's a success attributable to an innovative approach and professionalism on every level. Operating in a competitive sector, future profitability looks healthy and expansion plans are well underway.

An important part of the future plans is the creation of this new role, financially responsible for the most significant Division in the Group with an £80M turnover. Your brief will be two-fold, managing the day-to-day accounting functions and playing an active role in the future strategy of the organisation. In addition the improvement of Management Information Systems will be one of your prime objectives and the Board will be looking for advice and guidance on various business projects.

Probably in your mid 30's, your CIMA or ACCA will be supported by a degree and you will already have experience at a senior level within a major food manufacturer or similar blue chip organisation.

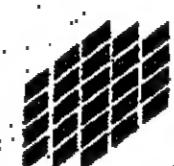
We are looking for an astute individual who is ready to consolidate their career and make a significant contribution to this forward thinking organisation.

To find out more please call Cheryl Thomas, Senior Consultant, on 061 834 6512 (9am-5pm), or 0298 815228 (7pm-9pm), or alternatively write to her with full details at Townsend Knight Consulting Limited, 98 King Street, Manchester M2 4WD quoting reference number P438.

Townsend Knight

Selection•Search•Assessment•Development

**HERIOT-WATT
BUSINESS
SCHOOL**



Chair
of Accounting

Chair of Business Organisation

Lectureships



Heriot-Watt Business School was established in 1989 in its new £1.8 million building on the University's Riccarton campus. The School comprises the Departments of Accountancy and Finance, Business Organisation and Economics and works closely with the famous Fairbairn Research Centre.

The School currently offers well established undergraduate programmes and two highly successful postgraduate taught masters programmes. As part of its strategy to strengthen further its teaching and research capability, the School is seeking to appoint a professor of accounting, a professor of business organisation and six lecturers.

The professor of accounting will be expected to take a leading role in research in his/her specialist field and to review, nurture and develop teaching at all levels within the Department and School. There is no restriction on area of specialism but applicants should be senior academics with established research reputations.

The professor of business organisation must be able to provide academic leadership for the department. The University seeks candidates with outstanding research reputations in either business strategy or marketing.

Applications are also invited for six lectureships in the underlined areas: • Accountancy (2) • Finance • Business Strategy • Marketing • Economics

Within each subject area identified no particular specialism is sought but candidates are expected to demonstrate commitment and potential in research and teaching.

Please write for further particulars and an application form to the Director of Personnel, Heriot-Watt University, Riccarton, Edinburgh EH14 4AS specifying which post or posts you are interested in.

GROUP FINANCE DIRECTOR

Conder is a publicly quoted U.K. construction group with interests in the U.S.A. and an acknowledged leader in its main business areas of design and build contracting, steel frame design, fabrication and erection and design and construct building services.

We are entering a phase in our corporate development which will demand energy, drive and commitment to exacting standards of professional expertise and personal performance and where the finance function will play a crucial and strategic role.

We wish therefore to appoint a Finance Director as a member of the Main Board and responsible to the Chief Executive for the finance function in the broadest sense and in particular for the development and direction of financial policies commensurate with overall business objectives and strategies.

This position, which is based at the Company Head Office in Winchester, will present a unique challenge to a qualified accountant with a record of positive achievement in financial management preferably obtained in the construction industry and with the personal stature and credibility to deal on equal terms with external advisors and institutions.

Applicants should apply in writing with a comprehensive summary of career achievements to date to: The Chief Executive, Conder Group plc, Moorside Road, Winnall, Winchester, SO23 7SJ.

**CONDER
GROUP PLC**

SERVICES & PRODUCTS FOR BUILDING & PROPERTY DEVELOPMENT

APPOINTMENTS

ADVERTISING

appears
every
Wednesday
& Thursday &
Friday
(International
edition only)

FINANCIAL TIMES
EUROPE'S BUSINESS NEWSPAPER

REGIONAL CONTROLLER

MAJOR INTERNATIONAL SERVICES GROUP Caterham, Surrey

Our Client is a £120 million turnover division of one of the UK's most prestigious plc's. Through a network of regional offices they offer a highly regarded range of services and have expanded rapidly both organically and by acquisition. They are currently further developing their product in mainland Europe.

As the result of an internal promotion, they seek to appoint a new Controller for their Southern Region which spreads from East Anglia to the South Coast. This role reports directly to the Regional Managing Director and will be responsible for the planning, analysis and financial management of the region's business. As such, it requires sound commercial judgement and the ability to deal confidently with non-financial managers on business issues.

The successful candidate aged between 28-35, will be a qualified Accountant with 3-5 years' POE. A strong communicator, he/she will relish the challenge of a commercial role within a growing international business. Prior experience of preparing business plans and budgets and the ability to work independently in the field are essential qualities.

Interested candidates should send a comprehensive CV to Charles Macleod at Robert Half, Freeport, Walter House, 418 The Strand, London WC2R 0BR. Alternatively, telephone 071-836 3545 or fax your details on 071-836 4942.

To £35,000 + Car

Financial Recruitment Specialists
London • Birmingham • Windsor
Manchester • Bristol • Leeds
Southampton • Wolverhampton
Brussels • New York and 152
offices worldwide

**ROBERT
HALF**
THE HUMAN FACTOR

GROUP FINANCE DIRECTOR

A public company, turnover £60 million, involved in engineering and specialist subcontracting with headquarters located in the Midlands and with several overseas manufacturing subsidiaries, seeks a Group Finance Director.

The Finance Director reports to the Chairman and Managing Director and is responsible for the preparation, presentation and interpretation of group financial control systems throughout the group.

The Director will be expected to work closely with board members and external financial institutions to ensure that adequate financial resources are available and effectively used in the operation and development of group businesses.

Applicants should be chartered accountants and have at least ten years experience in a manufacturing or specialist contracting business. This demanding position will provide an excellent opportunity to play an important part in the future growth plans of the group.

£640,000 Car Other Benefits

Applications including a detailed CV should be sent to
Box A453, Financial Times,
One Southwark Bridge,
London SE1 9HL

FINANCE DIRECTOR ACT MEDISYS LTD

Part of ACT Group plc

BIRMINGHAM c£28,000 + car + benefits
ACT Medisys is one of the UK's leading suppliers of Information Technology solutions to the healthcare market, and the market leader in the supply of laboratory management systems, with turnover approaching £10m.

It is a wholly owned subsidiary of ACT Group plc, the leading independent British owned software and services group.

This is a board appointment which carries full responsibility for Finance and Administration and will report directly to the Managing Director. You will be expected to contribute to the overall strategic development of the business as the Company continues to expand both organically and by acquisition. This position requires sound commercial judgement and the ability to deal confidently with non-financial managers and experienced clients on business and contractual issues.

The successful candidate will be a qualified accountant, probably aged 30-40, with extensive experience gained in the IT industry.

Please apply, enclosing a curriculum vitae, to: Dr K. A. Isaacs, Managing Director, ACT Medisys Ltd, ACT House, 111 Hagley Road, Edgbaston, Birmingham B16 8LB. Or fax your details on 021-625 2677.



Financial Controller up to £32,000

Into 40%
of the
network
we're putting
110% effort

London Transport's Tendered Bus Division controls the tendering and operation for some 40% of the entire bus network within Greater London—a total of 75 million annual operated miles.

Tendered bus services have provided passengers with increased value for money, new local buses and increased efficiency. Ensuring this trend in performance continues is a crucial objective for our Division, and we need a talented financial professional to help us achieve it.

As Financial Controller, your task will be to provide a full financial and management accounting service so that a high standard of control is maintained throughout our activities. You will need to develop and maintain commercially oriented procedures, reports and management information systems, and you will also have prime responsibility for all financial dealings with contractors.

Managerial ability is essential, as is proven experience in a similar post, a sound accounting background and a formal accounting qualification. In addition, you should have the ability to grasp concepts and turn them into reality together with an ability to manage a successful team.

To apply, please write with full career details to Karen Brown, Central Personnel, London Transport, 55 Broadway, London SW1H 0BD, quoting reference CDV 9274/E.

London Transport

Finance Director

Manufacturing
East London

c. £35k
+ Benefits

The Company

• Profitable £8m turnover subsidiary of £40m group.

• Manufacturer of quality consumer durables at two sites.

The Role

• Increase financial awareness and disciplines throughout the company. Provide Board with quality information and analysis in order to maximise profitability and cash flow.

• Enhance the quality of business plans and introduce an integrated standard costing system.

• Key member of the management team with full involvement in company's general management and strategic direction.

Qualifications

• Qualified finance professional. Age 30-45. Sound commercial and I.T. experience in a manufacturing environment.

• Highly motivated with hands-on approach. Good communication and man-management skills.

• Track record of successful implementation of profit improvement programmes.

Please reply in writing enclosing c.v.
Box A456 Financial Times One Southwark Bridge London SE1 9HL

FINANCE DIRECTOR

This is an excellent career opportunity to join the Executive Team of this prestigious Private Hospital which is a subsidiary of a U.S. Healthcare Corporation.

The successful applicant will report directly to the Executive Director. High calibre leadership, interpersonal and communication skills are essential for this challenging position. Applicants must be professionally qualified and have proven achievements at a senior level, preferably in a Hospital or Healthcare environment.

This Finance Director has financial responsibility for the London operation and will be responsible for the overall management of the Finance Department, involving formulating policies, setting objectives, monitoring and evaluating achievement, along with planning and development, in order to achieve maximum financial results within the highly competitive healthcare market.

The Hospital offers an excellent working environment, along with a generous salary and benefits package.

Please apply in confidence enclosing a CV with latest salary details to Mr Graham White - Personnel Director.

Humana Hospital Wellington

Wellington Place London NW8 9LE

INVESTMENT ANALYST

£30 - £35K plus benefits

Severn Trent Water is a FTSE 100 Company with its core activities in water and waste water treatment and waste disposal, but also with many other innovative interests.

We have an investment programme currently in excess of £600m per annum which will improve the services to our existing customers and assist in our commercial and international expansion. In this key appointment your brief will be to form close working relationships with managers in our operating subsidiaries to ensure strong financial controls are implemented and adhered to over all investment expenditure.

You will also, in conjunction with the Capital Projects Controller, participate in, or in some cases monitor, appraisals covering all investment by the Group.

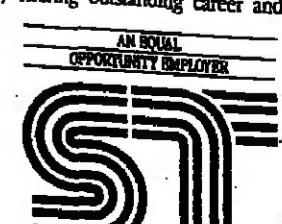
A qualified accountant, either Chartered or Cost and Management, with superb analytical skills, you'll have communication skills will also be of paramount importance.

This is a superb opportunity with an expanding, high profile company, offering outstanding career and personal development.

Interested? Then please forward your full c.v. to the Personnel Department, Severn Trent Plc, 2297 Coventry Road, Birmingham B26 3PU. Please quote reference number 134.

Closing date: 26th March, 1992.

Severn Trent Water



Jeff in 110